

Public Document Pack



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Mr Dylan J. Williams
Prif Weithredwr – Chief Executive
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RHYBUDD O GYFARFOD	NOTICE OF MEETING
PWYLLGOR SGRIWTINI CORFFORAETHOL	CORPORATE SCRUTINY COMMITTEE
DYDD MERCHER, 14 HYDREEF 2026 am 2:00 y. p.	WEDNESDAY, 14 OCTOBER 2026 at 2.00 pm
YSTAFELL BWYLLGOR, SWYDDFEYDD Y CYNGOR AC YN RHITHIOL DRWY ZOOM	COMMITTEE ROOM, COUNCIL OFFICES AND VIRTUALLY ON ZOOM
Swyddog Pwyllgor	Ann Holmes 01248 752518 Committee Officer

AELODAU/MEMBERS

Cynghorydd/Councillor:

PLAID CYMRU / THE PARTY OF WALES

Geraint Bebb (*Is-Gadeirydd/Vice-Chair*), John Ifan Jones, Jackie Lewis, Alwen Watkin,
Sonia Williams, Arfon Wyn

Y GRWP ANNIBYNNOL / THE INDEPENDENT GROUP

Dafydd Rhys Thomas

LLAFUR CYMRU/ WELSH LABOUR

Keith Roberts

ANNIBYNNWYR MÔN / ANGLESEY INDEPENDENTS

Jeff Evans (*Cadeirydd/Chair*), Aled Morris Jones ((Democratiaid Rhyddfrydol Cymru/Welsh
Liberal Democrats), R. Llewelyn Jones

HEB YMUNO/UNAFFILIATED

Celfyn Furlong (Reform)

AELODAU CYFETHOLEDIG (Gyda hawl pleidleisio ar faterion Addysg) / CO-OPTED MEMBERS (With voting rights when dealing with Educational matters)

John Tierney (Yr Eglwys Gatholig / The Catholic Church); Parch./Rev. Llewelyn Moules-Jones (Yr
Eglwys yng Nghymru/The Church in Wales); Kathryn Seeney (Rhiant Llywodraethwr – Sector
Ysgolion Cynradd/Parent Governor- Primary Schools Sector); Christina Williams (Rhiant
Llywodraethwr – Sector Ysgolion Uwchradd ac ADY/Parent Governor- Secondary Schools Sector
and ALN)

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A G E N D A

1 APOLOGIES

2 DECLARATION OF INTEREST

To receive any declaration of interest by any Member or Officer in respect of any item of business.

3 MINUTES OF THE PREVIOUS MEETING (Pages 1 - 8)

To submit the minutes of the previous meeting of the Corporate Scrutiny Committee held on 16 September 2026.

4 NORTH WALES COUNCILS - REGIONAL EMERGENCY PLANNING SERVICE ANNUAL REPORT 2025/26 (Pages 9 - 38)

To present the NWC-REPS annual report for 2025/26.

5 SOCIAL SERVICES SCRUTINY PANEL PROGRESS REPORT (Pages 39 - 44)

To present the report of the Chair of the Panel.

6 NORTH WALES REGIONAL PARTNERSHIP BOARD ANNUAL REPORT 2026 (PART 9: HEALTH AND SOCIAL SERVICES) (Pages 45 - 118)

To present the report of the Director of Social Services.

7 FORWARD WORK PROGRAMME 2026/27 (Pages 119 - 128)

To present the report of the Scrutiny and Committee Services Manager.

CORPORATE SCRUTINY COMMITTEE

Minutes of the meeting held in the Committee Room and virtually on Zoom on 16 September, 2026

PRESENT: Councillor Jeff Evans (Chair)
Councillor Geraint Bebb (Vice-Chair)

Councillors Celfyn Furlong, John Ifan Jones, R. Llewelyn Jones, Keith Roberts, Sonia Williams, Arfon Wyn.

Co-opted Member: Rev. Llewelyn Moules-Jones (The Church in Wales)

Portfolio Members

Councillors Carwyn Jones (Portfolio Member for Housing and Community Safety), Alun Roberts (Portfolio Member for Leisure, Tourism, Maritime and Property), Dafydd Roberts (Portfolio Member for Education and the Welsh Language), Ieuan Williams (Portfolio Member for Highways, Waste and Climate Change).

IN ATTENDANCE: Chief Executive
Deputy Chief Executive
Director of Function (Resources)/Section 151 Officer
Director of Social Services (for item 3)
Director of Education, Skills and Young People (for item 3)
Head of Housing Services
Head of Highways, Waste and Property (for item 3)
Head of Regulation and Economic Development (for item 3)
Head of Digital, Performance and Modernisation (for item 3)
Head of HR, Communications and Customer Experience (for item 3)
Head of Democracy (DS)
Strategic Performance and Projects Manager (GP) (for item 3)
Housing Technical Services Manager (DR)
Scrutiny and Committee Services Manager (AH)
Empty Homes Assistant Officer (OJ)
Committee Officer (ATH)
Webcasting Officer (FT)

APOLOGIES: Councillors Jackie Lewis, Dafydd Rhys Thomas, Alwen Watkin, John Tierney (Co-opted Member – The Catholic Church), Kathryn Seeney (Co-opted Member – Parent Governor Primary Sector), Christina Williams (Co-opted Member – Parent Governor Secondary Sector and ALN), Councillors Gary Pritchard (Leader and Portfolio Member for Economic Development), Neville Evans (Portfolio Member for Adult Services), Robin Williams (Deputy Leader and Portfolio Member for Finance, Corporate Business and Customer Experience).

ALSO PRESENT: N/A

1. DECLARATION OF INTEREST

No declaration of interest was received.

2. MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting of the Corporate Scrutiny Committee held on the 10 June 2026 were presented and were confirmed as correct.

3. MONITORING PERFORMANCE: CORPORATE SCORECARD Q1 2026/27

The report of the Head of Digital, Performance and Modernisation incorporating the Corporate Scorecard for the first quarter of the 2026/27 financial year was presented for the Committee's consideration and scrutiny. The scorecard report details the performance of key indicators that support the Council's day to day operations and the wider strategic objectives of the Council Plan.

The Strategic Performance and Projects Manager presented the scorecard report and noted that overall, performance was positive, with the majority of indicators (86%) with targets monitored during the quarter on, or close to target and rated Green or Yellow. The report highlights good performance in several areas, including the percentage of jobs advertised as Welsh Level 3 and above which reached 90% against a target of 82% (196 of 218 vacancies); the percentage of children re-registered on the Child Protection Register within 12 months which remained 0% against a target of 12%; responsive housing repairs completed in an average of 15.6 days against a target of 18 days; 98.5% of food establishments meeting food hygiene standards; waste recycling from Council buildings at 56.57% against a target of 47%, and all streets inspected being assessed as clean.

Seven indicators were identified as underperforming - Welsh language consultation responses, completion of adult protection enquiries within statutory timescales, housing re-let times (though significantly improved), planned inspections of high risk food businesses, domestic waste recycling rates, FOI response times and sickness absence levels. Mitigation measures are in place for each area and these will be monitored by the Leadership Team to secure future improvements.

In reviewing the corporate scorecard for Q1 2026/27, the committee discussed the following themes:

- **The Welsh Language**

Members raised several questions about Welsh language consultation responses and how these could be improved, including whether the target was sufficiently challenging given the proportion of Welsh speakers on the island and whether consultation questionnaires used language that was clear and accessible. Questions were also asked about Welsh language recruitment, specifically the proportion of posts advertised at Level 3 or above that were actually filled by applicants with that level of competence and whether lower levels were accepted in practice.

Officers advised that although the target for Welsh language consultation responses appears low, the challenge lies in changing people's practices and norms. Once individuals leave education and enter workplaces outside the public sector, Welsh is often used less and English tends to be used more. Targets are reviewed annually and set at levels that will drive improvement. Consultation responses are also influenced by the subject matter, the audience and the method of engagement. While efforts are made to keep consultations simple, language standards and professionalism must be maintained, particularly in technical areas where terminology is important. The Council ensures all consultations are bilingual, has trialled various methods of encouraging Welsh language responses, and will review recent consultations to identify any further interventions.

Regarding recruitment, Officers explained that posts advertised at Welsh language Level 3 or above reflect the service need for those skills. The challenge is balancing the requirement to serve communities through the Welsh language with the need to attract suitable applicants. The Head of HR, Communications and Customer Experience confirmed he would be willing to examine the data further, including the reasons why 22 jobs were not advertised at Welsh language Level 3 or above.

Members noted that the Council recruits non-Welsh speaking staff to professionally qualified posts and provides Welsh language training. It was suggested that the reverse could also be considered – recruiting individuals with Level 3 Welsh language skills who may not yet hold all professional qualifications and support them to gain those qualifications.

The committee was assured that the officer attendance at Welsh language courses is healthy, and that the challenge is ensuring that the right training is provided at the right level. Posts must be assessed for the level of Welsh Language competence genuinely required to perform duties effectively rather than automatically advertising at the highest level.

- **Social Care and Wellbeing**

- Members questioned the increase in adult protection enquiries which resulted in Social Care and Wellbeing PI 02 (the percentage of adult protection enquiries completed within statutory timescales) missing its target.

The Director of Social Services explained that the indicator performance had been examined in detail and that the increase could be attributed to two factors – demographic change on the island with more adults living longer and requiring support, and greater awareness of adult safeguarding responsibilities among agencies and organisations working with vulnerable adults. While the statutory timescale for responding to adult protection enquiries is seven days, discussions with third parties can extend the response time beyond the timescale, resulting in completion on the eighth or ninth day. He assured the committee that a detailed review of the data showed that there were valid reasons for responses exceeding the statutory timescale and that no individuals had come to harm as a result. The service has also reviewed its response procedures and can redeploy qualified staff to manage spikes in demand when required.

The committee also discussed the impact of empty homes on social care and was advised that any effect is marginal and indirect. Members further considered the pressures that rising homelessness is placing on services.

- **Education**

In response to questions about measures to improve pupil attendance which was below the level achieved in Quarter 1 of the previous year, the Director of Education, Skills and Young People and Portfolio Member advised that attendance remains a national challenge and is a strategic objective for the council. It was explained that the new Anglesey ALN and Inclusion Service will work in a more integrated and preventative way particularly alongside Children and Families Services. This approach aims to ensure that where attendance levels begin to slip, timely and appropriate interventions can be put in place to support affected pupils and their families. ALN and inclusion plans under the previous joint arrangements are also being reviewed to assess their effectiveness, and additional capacity has been introduced within the Education Welfare team. The Learning Service has recently issued a letter to parents highlighting the importance of regular school attendance.

Members were advised that the newly appointed Strategic Leader for ALN, Inclusion and Engagement will report on the progress and impact of the new service in November. The Director of Education, Skills and Young People also provided assurance that pupils who

are excluded from school continue to receive support and educational provision, either through a learning hub or an alternative school placement.

- **Housing**

- The committee requested clarification of PI 09 – the percentage of households successfully prevented from becoming homeless, given that performance against the indicator was reported as 100%. Members queried who the figure relates to and whether it could be broken down between individuals who had secured permanent housing and those placed in emergency or temporary accommodation.

The Head of Housing Services advised that the definition of homelessness used for this indicator is set by Welsh Government and is intended to ensure that no individual has to sleep rough. Consequently, when a person presents as homeless, the immediate priority is to ensure they have a roof over their head through emergency or temporary accommodation.

Members were advised that 46 individuals are currently in shared facility housing while a further 35 are living in self-contained temporary accommodation. The Head of Housing Services explained that for the purpose of the indicator, the prevention of homelessness means ensuring that an individual has access to accommodation and does not have to sleep on the streets, while the longer-term objective is to support individuals in securing a tenancy in suitable permanent housing.

- **Economy**

- The committee questioned when the investment made through the previous year's budget would begin to deliver improved performance against food hygiene legislation. (PI 07 – the percentage of high risk food businesses received planned inspections which was 68% against a target of 90%)

The Head of Regulation and Economic Development clarified that food hygiene inspections are undertaken by the Environmental Health team and that the additional budget allocation approved last year had been directed to the Trading Standards service rather than Environmental Health. He explained that 156 food hygiene inspections had been completed during the year, with a further 90 inspections undertaken in Quarter 1 2026/27. Priority had been given to newly established unrated food businesses to ensure that they were brought into the inspection programme at the earliest opportunity. The Officer advised that the service is confident that all outstanding Category C inspections will be completed during Quarter 2. He further confirmed that an additional resource had joined the Environmental Health team in August and is expected to contribute to improved performance against the indicator in the next reporting period.

In response to a specific request, the committee was also updated on the ongoing work to develop the local skills base and create training and employment pathways for young people on the island to enable them to benefit from the job opportunities expected to be created by the development of the new nuclear facility on the existing Wylfa site.

- **Climate Change**

In response to several questions by members regarding climate change, domestic waste recycling performance and the measurement of street cleanliness, Officers and the Portfolio Member for Highways, Waste and Property provided the following clarifications –

- Schools do participate in accredited climate change programmes; however the relevant data is collected and reported annually rather than on a quarterly basis.
- Street cleanliness inspections are undertaken using the Local, Environmental Audit and Management System (LEAMS). Audits are conducted by both Council officers and Biffa on behalf of the Council with approximately 50 audits completed each month. The results are collated and submitted to Keep Wales Tidy. A range of measures is assessed including land use and density, types of litter, and the servicing of public

bins. In addition, the Council's contract with Biffa includes street cleanliness standards, and the contractor takes a proactive approach to maintaining them.

- The proposed replacement of the current 240 litre residual waste bins with smaller 180 litre bins, while appearing counterintuitive from a sustainability perspective, is intended to support the Council in achieving the Welsh Government's target of recycling 70% of household waste. Several Welsh local authorities that have introduced smaller residual waste bins have subsequently reported increased recycling rates. To support residents in recycling more, households requiring additional capacity will be able to request an extra container for paper and cardboard or cans and plastics. Existing residual waste bins will be repurposed and made available to larger households.
- That investment in the Council's two recycling centres is intended to upgrade and modernise existing systems and equipment while also increasing recycling capacity and improving operational efficiency.

Having reviewed the Corporate Scorecard for Q1 2026/27, noted and welcomed the areas of good performance and considered the responses provided to the issues raised, the Corporate Scrutiny Committee resolved -

- **To note the areas being explored by the Leadership Team to manage performance and secure further improvements. These include - Welsh Language (consultation responses), Social Care and Wellbeing (adult protection enquiries completed within timescales); Housing (re-letting of void properties); Economy (planned inspections of high risk food businesses), Climate Change (domestic waste recycling rates) and Whole Council Health (responses to FOI requests within timescale and levels of sickness absence).**
- **To recommend the scorecard report together with the mitigation measures outlined therein, to the Executive.**

4. MEASURING PROGRESS AGAINST THE EMPTY HOMES STRATEGIC PLAN 2023-2028

The report of the Head of Housing Services outlining progress against the Empty Homes Strategic Plan 2023-2028 was presented for the committee's consideration and scrutiny.

Councillor Carwyn Jones, Portfolio Member for Housing and Community Safety presented the report noting that empty homes are a wasted resource that could help reduce the pressure on Anglesey's housing stock. The plan seeks to increase housing supply through improved data collection and analysis, greater awareness of the support available, the provision of financial assistance for property owners, and use of enforcement methods where appropriate to bring empty properties back into use.

Between 2023 and 2026, 211 empty properties were returned to use, including 78 supported through grants or loans. Notable projects included the refurbishment of Plas Alltran Holyhead and the redevelopment of the former Beaumaris Social Club, both of which now provide affordable housing. Service capacity has also been strengthened through the appointment of an Assistant Empty Homes Officer. In addition, new processes for data collection and reporting have been introduced, resulting in improved monitoring.

Despite this progress, several challenges remain. These include an increase in the number of long-term empty homes, from 421 in April 2023 to 582 in April 2025, rising refurbishment costs and limited capacity to make wider use of enforcement powers. The focus for the coming year will be on developing a scoring matrix to better target and prioritise cases, improving data and CRM processes, raising awareness among property owners and continuing efforts to increase the number of empty properties brought back into use.

In reviewing progress against the Empty Homes Strategic Plan, the committee raised the following matters –

- Members enquired whether there was any geographic pattern in the distribution of empty homes and they questioned the effectiveness of the plan given the increase in the number of empty properties. Members also asked when it was anticipated that the number of empty homes would begin to decline.

Officers and the Portfolio Member advised that, while the profile and nature of empty properties vary, the majority are located in coastal areas and towns. Properties that remain empty for the longest period tend to be terrace houses. The service will continue to implement the Strategic Plan and use the measures available to encourage owners to bring empty properties back into use. These include targeted publicity and guidance, the promotion of funding opportunities and the use of the Council Tax Premium on empty properties, which from April 2027 will increase incrementally according to the length of time a property has remained empty. The committee was assured that the plan has made a positive contribution to increasing housing supply and ensuring that more properties are available for the benefit of the island's residents. However, the Portfolio Member acknowledged that forecasting housing market conditions and identifying the most effective interventions remains challenging.

Members were also informed that the Valuation Office Agency is responsible for determining whether a property is included in or excluded from the Council taxbase. This decision is based on a range of criteria including whether a property is deemed suitable for occupation.

(At this point, the Chair left the Chair for a short period, and the Vice-Chair took the chair for the interval).

- Members enquired whether there were links between efforts to bring empty properties back into use and other strategic initiatives, such as town centre regeneration and the allocation of bus franchises, to ensure a co-ordinated and joined-up approach.

The Portfolio Member acknowledged the importance of this point and highlighted the refurbishment of the former Santander bank building in Llangefni under Leasing Scheme Wales as an example. The project delivered six flats above the premises on the town's high street providing additional housing while also supporting economic activity within the town centre. He assured the committee that links already exist between the empty homes programme and wider regeneration and development initiatives and that this alignment of activities will continue.

- The committee sought assurance that sufficient funding is available to support the renewal of empty properties and that the budget is adequate to meet current demand.

The committee was advised that a wider range of financial assistance schemes is now available to help bring empty properties back into use. The approach is to initially engage with property owners to establish their intention for the property and then identify the most appropriate support or intervention depending on individual circumstances.

It was resolved to accept the contents of the progress report which provides assurance that the Empty Homes Strategic Plan remains relevant and is being delivered and monitored.

5. MEASURING PROGRESS AGAINST THE ASSET MANAGEMENT (HOUSING) STRATEGIC PLAN 2024-2029

The report of the Head of Housing Services outlining progress against the Asset Management (Housing) Strategic Plan 2024-2029 was presented for the committee's consideration and scrutiny.

Councillor Carwyn Jones, Portfolio Member for Housing and Community Safety presented the report noting that delivery of the plan remains on track with overall progress currently rated Yellow. The plan supports the Council's commitment to comply with the requirements of the Welsh Housing Quality Standards 2023. It highlighted two major work programmes aimed at meeting kitchen renewal cycles and achieving ambitious energy efficiency standards set out under WHQS. During the reporting period, the Housing Service commenced two long term 5 year programmes for kitchen replacements and the installation of Solar PV systems with battery storage. Both programmes began on site in January 2025 and are progressing well.

Targeted energy pathways have been developed for all homes and 94% of the planned solar PV installations have been completed. Remeasurement of 477 of the properties completed shows that 78% now achieve an EPC C75 rating.

The report also highlights continued compliance with statutory safety requirements alongside ongoing investment in adaptations and assistive technology to support independent living. In addition, the Housing Service's most recent STAR survey indicates high levels of tenant satisfaction. While positive progress has been made, a number of risks remain. These include the long-term affordability of delivering the Plan through the HRA, tenant refusals, contractor performance and external constraints such as network capacity and SPEN approval required to deliver solar installations at scale. Actions are being taken to manage these risks.

Overall, the report demonstrates that the Strategic Plan is contributing positively towards achieving WHQS targets, strengthening asset management and maintaining statutory compliance.

In reviewing progress against the Housing Asset Management Strategic Plan, the committee raised the following matters –

- Members enquired whether sufficient engagement takes place with tenants to encourage them to accept refurbishment works, such as kitchen replacements, and whether refusals can create additional challenges when properties are re-let following the end of a tenancy.

Officers advised that while tenants' wishes must be respected, refusals can increase the time required to prepare and re-let a property for a new tenant. However, experience has shown that tenants may reconsider their decision, particularly when they see improvements carried out in neighbouring properties and the benefits of a new kitchen. Members were informed that the response to the programme this year has been encouraging with the majority of tenants indicating their willingness to take part.

- Members asked about the methods used to assess housing needs.

The committee was advised that data from the stock condition survey completed in 2022/23 forms the basis for determining investment requirements and planned programmes of work. Additional records and local knowledge may also be used where appropriate.

- Members enquired about the approach to replacing existing electric and LPG heating systems which can be expensive.

Officers advised that around 50 homes currently have electric heating boilers which achieve poor energy performance outcomes. The service has written to the tenants of these properties to assess their willingness to change systems; otherwise replacements will be undertaken when tenancies change. Officers explained that the position is more complex with LPG heating systems as these serve sheltered bungalows. While these systems are effective, they are expensive to operate. As part of the Council's net zero commitments, difficult decisions may be required with financial implications.

- Members asked about properties that may be unsuitable for modernisation.

The committee was advised that a small number of properties could prove difficult to upgrade and that options for these homes will need to be carefully considered.

- Members sought assurance that tenants of newly built Council homes maintain their properties to the standard in which they were received. It was suggested that incentives could be introduced to reward tenants who keep their homes in good condition, thereby encouraging others to do the same.

The Head of Housing Services advised that maintaining a property is an expectation of a tenancy. The service employs an Estates Management Officer and Maintenance Officers and aims to undertake annual property inspections. He added that he would be happy to explore whether any other social landlords have introduced schemes that recognise and reward tenants who take good care of their homes.

It was resolved to accept the contents of the progress report which provides assurance that the Asset Management (Housing) Strategic Plan remains relevant and is being delivered and monitored.

6. FORWARD WORK PROGRAMME

The report of the Scrutiny Manager incorporating the Committee's Forward Work Programme for 2026/27 was presented for consideration and review.

It was resolved -

- **To agree the current version of the Forward Work Programme for 2026/27.**
- **To note progress thus far in implementing the forward work programme.**

**Councillor Jeff Evans
Chair**

03/2026

Isle of Anglesey County Council Scrutiny Report

Committee:	Corporate Scrutiny Committee
Date:	14 October 2026
Subject:	North Wales Councils – Regional Emergency Planning Service Annual Report 2025/26
Scrutiny Chair:	Councillor Jeff M Evans

1. Who will be the portfolio holder presenting / leading the report?

Portfolio Holder	Role
Councillor Gary Pritchard	Leader of the Council
Service Officer (Supporting)	Role
Helen Kilgannon	NWC-REPS Regional Manager
Susan Owen Jones	Executive Manager (Leadership Team)

2. Why the Scrutiny Committee is being asked to consider the matter

The North Wales Council's Regional Emergency Planning Service is required to report annually to this committee through an Annual Report.

3. Role of the Scrutiny Committee and recommendations

- ☒ For assurance
- ☐ For recommendation to the Executive
- ☐ For information

Recommendation(s):

The Committee is invited to scrutinise and comment on the North Wales Council's Regional Emergency Planning Service Annual Report 2025/26.

4. How does the recommendation(s) contribute to the objectives of the Council's Plan?

4.1 The Council has responsibilities for emergency planning and response under the Civil Contingencies Act 2004, the Radiation (Emergency Preparedness and Public Information) Regulations 2001, and the Pipeline Safety Regulations 1996.

4.2 The Council is a principal responder and meets its obligations by collaborating with the North Wales Local Authorities through the North Wales Council's Regional Emergency Planning Service (NWC-REPS).

4.3 The North Wales Council's Regional Emergency Planning Service is required to report annually to this committee each year through an Annual Report.

5. Key scrutiny themes

Key themes the Scrutiny Committee should concentrate on:

1. Significant incidents and multi-agency responses during 2025/26, including severe weather, infrastructure disruption and water supply incidents.
2. Current measures to ensure compliance with statutory emergency planning duties and maintain organisational resilience.
3. Preparedness activities undertaken during the year, including business continuity, training, exercising and plan development.
4. Emerging risks and service priorities for 2026/27, including climate adaptation, infrastructure resilience, cyber resilience and support for vulnerable people during emergencies.

6. Key points / summary

6.1 The Council has emergency planning and response duties under the Civil Contingencies Act 2004, the Radiation (Emergency Preparedness and Public Information) Regulations 2001, and the Pipeline Safety Regulations 1996.

6.2 The Council is a principal responder and meets its obligations by collaborating with the North Wales Local Authorities through the North Wales Councils Regional Emergency Planning Service (NWC-REPS), for which Flintshire County Council is the host authority.

6.3 Within the Council, responsibilities for emergency planning and response are shared across services and nominated service representatives are identified within the Emergency Management Response Team structure.

6.4 The key areas of focus during this reporting period include:

6.4.1 Severe Weather and Infrastructure Disruption

During 2025/26, NWC-REPS supported the response to a range of severe weather and infrastructure-related incidents across North Wales. The Duty Officer Service monitored and assessed 213 Flood Alerts, 13 Flood Warnings and numerous Met Office Weather Warnings affecting the region. The Service coordinated situational awareness and information sharing during incidents including Storm Amy, Storm Claudia and Storm Goretti, coastal landslides affecting Anglesey, the Bryn Cowlyd water supply incident, Menai Strait crossing disruptions and Holyhead Port operational issues.

6.4.2 Isle of Anglesey Emergency Preparedness and Resilience

During the reporting period, the Council completed a review of its Business Continuity arrangements, adopting a function-based approach to identifying critical activities and strengthening organisational resilience. Individual services reviewed and updated their continuity plans and a new emergency contacts directory was introduced to improve the maintenance and accessibility of critical information during emergencies.

The Council also completed a review of Rest Centre arrangements, introducing updated procedures, inventories and contact arrangements. These arrangements were subsequently tested during a multi-agency exercise involving Council services and North Wales Police, providing assurance that the Council can effectively support displaced residents during emergencies.

6.4.3 Menai Strait and Maritime Preparedness

Work continued to strengthen contingency arrangements relating to both the Menai Strait crossings and maritime emergencies. The Council participated in a multi-agency Task and Finish Group reviewing contingency arrangements for disruption affecting the Menai Strait crossings. Revised arrangements have provided greater clarity regarding agency roles and responsibilities and have been tested through a programme of exercises.

In addition, maritime emergency response arrangements were enhanced through the development of a Local Authority Action Card and participation in multi-agency exercises testing the North Wales Local Resilience Forum Maritime Incident Response Framework. This work supports the Council's significant maritime responsibilities associated with Holyhead Port, coastal communities and maritime transport links.

6.4.4 Training, Exercising and Multi-Agency Collaboration

NWC-REPS continued to support a comprehensive programme of local, regional and national exercises designed to strengthen preparedness and validate emergency response arrangements. This included participation in pandemic response exercises, maritime incident exercises, water outage exercises and transport disruption exercises. The Service also

facilitated training and awareness activities across North Wales, strengthening interoperability between local authorities, emergency services, voluntary organisations and other resilience partners.

7. Impact assessments

7.1. Has an impact assessment (equality considerations, the socio-economic duty, Welsh language) been undertaken?

☐ Yes

☒ No

If not, please explain why:

This is an annual report and no separate impact assessment has been undertaken.

7.2. Potential impacts on opportunities to use Welsh and not treating the language less favourably than English

N/A

7.3. Possible impacts on groups protected under the Equality Act 2010

N/A

7.4. Possible impacts on those experiencing socio-economic disadvantage (strategic decisions)

Several incidents during the reporting period have highlighted the importance of being able to rapidly identify and support vulnerable individuals during emergencies. These events reinforced the challenges faced by responding agencies in accessing and sharing information relating to those who may require additional assistance during prolonged infrastructure failures and other emergency situations.

To address this issue, NWC-REPS has continued to lead work at both a regional and national level. The Regional Manager currently chairs the Wales Resilience Partnership Data and Information Group, which is exploring options to improve the lawful sharing, accessibility and use of vulnerability data during emergencies. This work aims to support a more coordinated multi-agency approach across Wales, enabling responders to identify vulnerable people more effectively, prioritise support where it is most needed and reduce the potential impacts of emergencies on those experiencing socio-economic disadvantage or with additional care and support needs.

7.5. Potential impact on the Council's Net Zero Carbon target

No potential impact identified.

8. Financial implications

The Isle of Anglesey County Council's annual contribution to the service remained at £58,752 for the last year. The contribution is based on a proportion of 10.472% towards the annual budget for the service. Since its inception, the Service has reduced the contributions of the 6 local authorities by over £350k. However, a review of finance will be undertaken as the service is hosted by Flintshire who are undergoing pay modelling which may impact service costings. In addition, there has been an increase in funding of the Local Resilience Forum.

Local Authority	Annual Contribution %
Isle of Anglesey County Council	10.472%
Conwy County Borough Council	16.940%
Denbighshire County Council	14.865%
Flintshire County Council	19.348%
Gwynedd Council	17.979%
Wrexham County Borough Council	20.396%
Total	100%

9. Appendices

North Wales Councils Regional Emergency Planning Service Annual Report 2025/2026

10. Report author and background papers

Helen Kilgannon – NWC-REPS Regional Manager
Susan Owen Jones – Executive Manager (Leadership Team)



Annual Report 2025/26

This report provides an overview of the work undertaken during the financial year 2025-2026 by NWC-REPS. It highlights key achievements, developments, and collaborative activities delivered in support of the six North Wales local authorities and the North Wales Resilience Forum.

North Wales Councils Regional Emergency Planning Service (NWC-REPS)

Supporting Resilience Across North Wales

Working in partnership with the North Wales local authorities and multi-agency partners to enhance preparedness, response, and recovery.

enquiries@nwc-reps.org.uk 01352 702124



Prepared by:
North Wales Councils Regional Emergency Planning Service



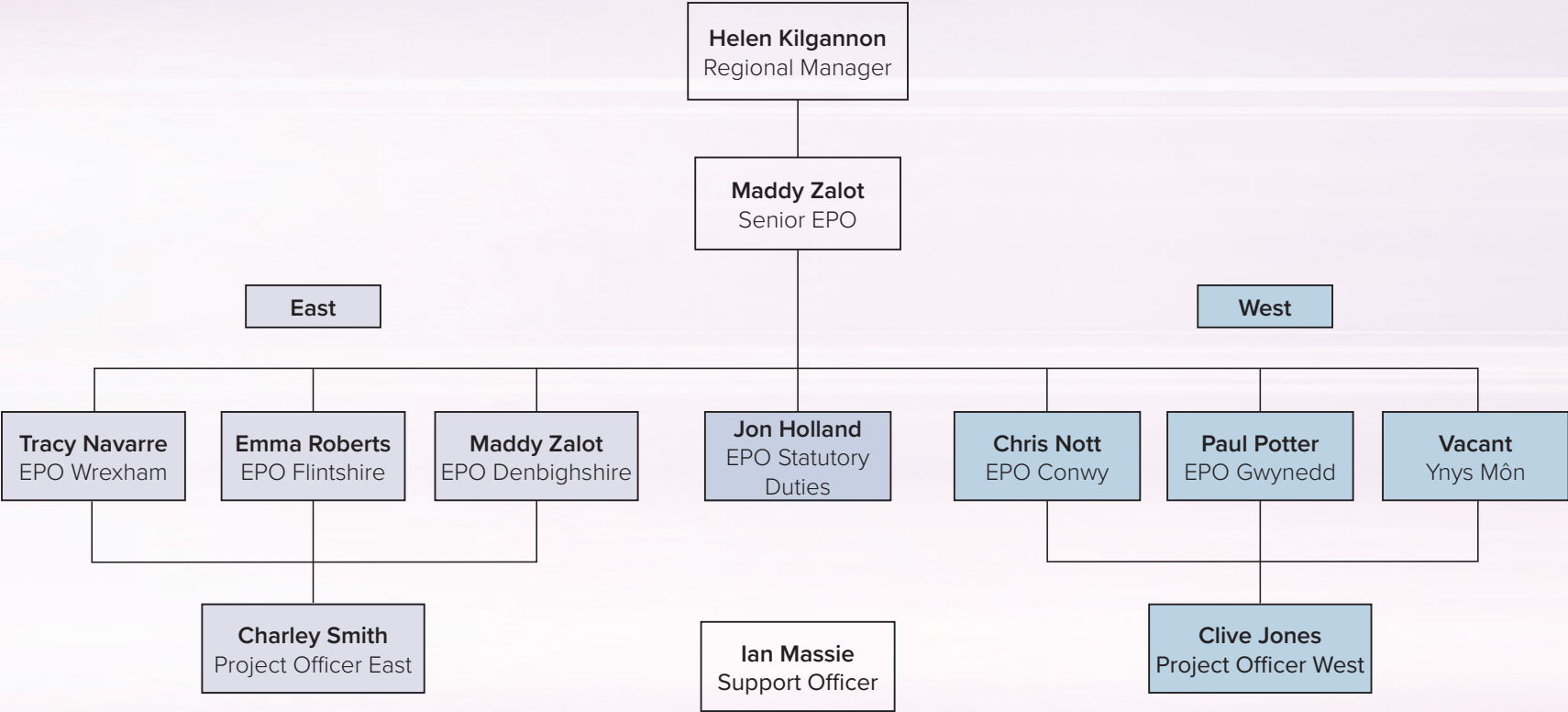
Introduction

The North Wales Councils Regional Emergency Planning Service (NWC-REPS) is a collaborative partnership established in 2014 between Isle of Anglesey County Council, Gwynedd Council, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council and Wrexham County Borough Council.

The Service provides a coordinated, regional approach to civil contingencies by delivering statutory emergency planning functions on behalf of the six authorities. It operates under the governance of an Executive Board comprising senior representatives from each Council, ensuring strong strategic oversight and accountability.

NWC-REPS supports compliance with key legislation, including the Civil Contingencies Act 2004, the Control of Major Accident Hazards Regulations 2015, the Pipeline Safety Regulations 1996 and the Radiation (Emergency Preparedness and Public Information) Regulations 2019.

The Service works to reduce duplication of effort, improve consistency and coordination across authorities, enhance organisational resilience, and maximise the effective use of resources through shared expertise and joint working. It also plays a key role in strengthening communication and collaboration between local authorities and the North Wales Local Resilience Forum, supporting a robust and integrated approach to emergency planning across the region.



National Context

The emergency planning and resilience work undertaken across North Wales during 2025-2026 has taken place against a backdrop of increasing national and international challenges. The UK Government's National Risk Register identifies severe weather, flooding, infrastructure disruption, cyber incidents, infectious disease outbreaks, supply chain disruption, and terrorism as among the most significant risks facing the United Kingdom.

Many of these risks have been reflected directly in incidents experienced across North Wales during the reporting period. Severe weather events, flooding, water supply disruptions, transport network incidents, wildfires, fuel supply concerns, and cyber resilience planning have all featured prominently within the work of NWC-REPS and partner organisations.

Climate change continues to increase the frequency and severity of extreme weather events across the UK, resulting in greater demands on local authorities and emergency responders. The growing impact of storms, flooding, heat-related events, coastal erosion, and wildfires reinforces the importance of robust preparedness, response, and recovery arrangements.

At a national level, increasing attention is also being given to the resilience of Critical National Infrastructure, including energy, telecommunications, transport, fuel, water, maritime trade routes, and digital services. The incidents managed across North Wales during the year, including transport disruption, water supply failures, pipeline-related incidents, port closures, and communications failures, demonstrate the relevance of these national risks at a local and regional level.

Cyber resilience remains a growing priority for government and local authorities alike. National resilience strategies continue to highlight the potential impacts of cyber-attacks on public services, infrastructure operators, and supply chains. The continued development of cyber resilience arrangements across all six North Wales local authorities reflects this evolving threat landscape.

In addition, the introduction of the Terrorism (Protection of Premises) Act 2025, commonly known as Martyn's Law, is placing greater emphasis on protective security, preparedness, and public safety at publicly accessible locations and events. This has informed ongoing partnership work through Protective Security and CONTEST-related workstreams across the region.



Incident Management Response

NWC-REPS maintains a 24-hour, 365-day Duty Officer function, providing a continuous single point of contact to support emergency response arrangements across North Wales. This ensures timely coordination, information sharing, and support to local authorities and partner agencies during incidents.

During the 2025-2026 financial year, the Duty Officer Service undertook a significant volume of monitoring, assessment, and response activity, reflecting the diverse range of risks affecting communities across North Wales.

Severe Weather

NWC-REPS received and assessed 213 Flood Alerts and 13 Flood Warnings issued by Natural Resources Wales. In addition, officers monitored a substantial number of Met Office Weather Warnings across the region.

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Authority	Total Warnings	Amber	Yellow	Red
Anglesey	39	0	39	0
Gwynedd	73	2	71	0
Conwy	74	2	72	0
Denbighshire	71	2	69	0
Flintshire	55	1	54	0
Wrexham	63	2	61	0

No Red Weather Warnings were recorded within North Wales during the reporting period.

Several severe weather events required area-wide coordination, including Storm Amy, Storm Claudia and Storm Goretti. The Service also supported responses to flooding and landslide incidents, including the landslide at Nefyn, coastal landslides affecting Anglesey, and storm-related damage to property at Rhos-on-Sea.



Loss of Infrastructure

Infrastructure disruption remained a recurring theme throughout the year. NWC-REPS coordinated support and situational awareness for incidents including:

- Bryn Cowlyd water supply incident
- Burst water main affecting communities in Flintshire
- Repeated closures of Menai Bridge for urgent maintenance works
- Holyhead Port closures

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Conwy Tunnel fire

Communications failure affecting Conwy Tunnel operations

- Fatal road traffic collision within Conwy Tunnel

These incidents highlighted the importance of resilient transport, water and communications infrastructure across the region.

Pipelines

NWC-REPS supported the response to a major gas main rupture at Glan Clwyd, working alongside utility providers and partner agencies to maintain situational awareness and coordinate communications.

Wildfires

Wildfires continued to present a significant and growing risk across North Wales, particularly during prolonged periods of dry weather. Multiple incidents occurred throughout 2025 and 2026, including fires at Rhyd Ddu,

Tanygrisiau, Cynwyd, Abererch, Llanfairfechan, Harlech, Llanefydd and near Denbigh.

The frequency and geographical spread of these incidents emphasise the continuing challenges posed by climate-related risks and the need for effective multi-agency coordination.

Other Significant Incidents

Additional incidents requiring Duty Officer support included:

- Clocaenog Forest unauthorised gathering
- Suspected package incident at FCC Alltami Depot
- Public order activity in Mold
- Fire at Great Bear Distribution Centre, Deeside Industrial Park
- Blaenau Ffestiniog train collision
- Escalating fuel supply concerns
- North Wales Exercise Shabina II

National Context

The incidents managed during 2025-2026 reflect many of the risks identified within the UK National Risk Register, including severe weather, flooding, infrastructure disruption, cyber threats, transport incidents and fuel supply challenges. These risks continue to place increasing demands on local authorities and emergency responders across the United Kingdom. The growing impacts of climate change, increasing dependence on critical infrastructure, and evolving societal and security threats reinforce the importance of maintaining robust emergency planning, resilience and recovery arrangements.

Significant Incident Responses

31 incidents supported during 2025

11 incidents supported during 2026

Overall, the range and volume of incidents managed during the year demonstrate the value of a coordinated regional approach. Through its Duty Officer function, NWC-REPS provided critical support to maintain situational awareness, facilitate communication, and coordinate response activity across North Wales, ensuring that local authorities and partner organisations were able to respond effectively to a diverse range of emergencies.

Working together

The effective management of incidents during 2025-2026 was underpinned by strong multi-agency partnership working across North Wales. NWC-REPS worked closely with local authorities, emergency services, Natural Resources Wales, utility providers, transport operators, health partners, Welsh Government and voluntary sector organisations to maintain shared situational awareness and coordinate response activity.

The year demonstrated the value of established resilience arrangements, with partners working collaboratively to manage a wide range of incidents including severe weather, flooding, infrastructure disruption, wildfires, transport incidents and public safety concerns. Through timely information sharing, joint decision-making and coordinated communications, agencies were able to minimise impacts on communities and support effective response and recovery efforts.

The continued commitment of partners to training, exercising and collaborative planning has strengthened regional resilience and ensured that North Wales remains well prepared to respond to both localised and large-scale emergencies.

Future priorities

Looking ahead, NWC-REPS will continue to work with partners to enhance preparedness and resilience across North Wales, with particular focus on:

- Strengthening regional preparedness for severe weather events and the increasing impacts of climate change, including flooding, coastal erosion, landslips and wildfires.
- Improving resilience and contingency planning for critical infrastructure, including transport networks, utilities, fuel supplies and communications systems.
- Enhancing situational awareness and information management capabilities to support timely decision-making during rapidly evolving incidents.
- Supporting the development, testing and review of multi-agency emergency and recovery plans through training and exercising programmes.

- Building organisational resilience to emerging risks, including cyber incidents, national infrastructure disruption and complex cross-sector emergencies.
- Continuing to promote effective partnership working through the North Wales Resilience Forum and associated resilience groups.
- Strengthening community resilience by supporting local authorities and partner organisations to improve public preparedness, communication and recovery arrangements.

As the risk landscape continues to evolve, NWC-REPS will remain committed to providing a robust 24/7 Duty Officer Service and supporting partners in protecting communities, infrastructure and the environment across North Wales.

Work carried out during financial year 2025 to 2026

During 2025-2026, the North Wales local authorities, supported by the North Wales Councils Regional Emergency Planning Service (NWC-REPS), continued to strengthen their emergency planning, resilience, and business continuity arrangements. This work reflects ongoing learning from incidents, exercises, and regional collaboration, ensuring a coordinated and effective approach to emergency preparedness, response, and recovery across the region.



Isle of Anglesey County Council

During 2025-2026, Isle of Anglesey County Council undertook a significant revision of its Business Continuity Plan improving identification of critical functions and strengthening the Council's ability to maintain essential services during disruption.

Informed by feedback from a management-level exercise a key strategic development was the transition from a service-based framework to a focus on function-based critical activities, replacing broad service categories with clearly defined essential functions, such as the provision of critical care for vulnerable populations, children, and the elderly. This enhanced clarity has strengthened the Council's ability to identify priority activities, improved resource allocation during disruption, and reinforced overall organisational resilience. Individual services were supported to review and update their own continuity plans in line with this approach, and a new emergency directory template was introduced to improve usability and support more efficient ongoing maintenance.

Significant progress has also been achieved in strengthening contingency arrangements for the Menai Strait crossings. A multi-agency Task and Finish Group, established in May 2024, undertook a comprehensive revision of the crossing framework document in collaboration with Category 1 and Category 2 responders. This work has provided greater clarity regarding roles, responsibilities, and mutual expectations during periods of disruption. The revised framework was formally reviewed in November 2024 and March 2025, and a large-scale multi-agency exercise facilitated by NWC-REPS in March 2025 tested these arrangements through a scenario involving the closure of Britannia Bridge during planned maintenance works. This programme has strengthened coordination between partner organisations, reduced the potential for response delays, and enhanced overall preparedness across the region. Further amendments to the framework remain subject to approval by the Local Resilience Forum Coordination Group, while Welsh Government continues to develop a complementary traffic stacking plan.

A comprehensive review of rest centre provision across the Isle of Anglesey was also completed during the reporting period. This resulted in the implementation of consistent operational procedures, updated resource inventories, and refreshed



emergency contact directories for all designated facilities. A staff briefing session held in April 2025 provided an overview of statutory responsibilities under the Civil Contingencies Act 2004, alongside practical guidance on operational procedures and supporting individuals with diverse needs. These arrangements were subsequently tested through a multi-agency exercise held in September 2025 at Plas Arthur Leisure Centre. The exercise, based on a complex modern slavery scenario, saw strong participation from Social Services, Leisure, Education, and North Wales Police, further strengthening readiness and inter-agency coordination.

Maritime emergency preparedness has been enhanced through the development of a detailed Local Authority action card following recommendations from the Maritime Response Task and Finish Group. This reflects the Isle of Anglesey's strategic role within the North Wales Resilience Forum Maritime Emergency Response Plan. The action card establishes clear protocols for coordinating responses to maritime incidents, including ferry-related emergencies and coastal rescue operations, and sets out robust liaison arrangements with HM Coastguard. It reflects the Authority's significant maritime responsibilities, including oversight of Holyhead Port, commercial fishing harbours, and extensive coastal infrastructure. The Authority also participated in a Local Resilience Forum exercise to test the Major Mass Rescue Maritime Incident Response Framework, providing assurance that arrangements are robust, effective, and aligned with regional response expectations.

Gwynedd Council

Throughout 2025-2026, Cyngor Gwynedd continued to strengthen its emergency planning, resilience, and business continuity arrangements, building on learning from recent incidents, exercises, and regional collaboration. Activity across the Council's governance sub-groups has focused on preparedness, recovery, humanitarian assistance, communications, and cyber resilience.

A key priority throughout the year has been the management of severe weather and flood risk, particularly in response to Storm Darragh and ongoing work associated with Fairbourne. Progress has been made in developing the Fairbourne Evacuation Plan through a programme of exercises, stakeholder engagement, and communications testing. Following Exercise Hermes, minor amendments are being implemented, and a formal debrief is being prepared. At a regional level, further work has progressed to strengthen severe weather response frameworks, including arrangements for staff mobilisation during extreme conditions.

Recovery and humanitarian workstreams have enhanced understanding of the wider impacts of emergencies on communities. A series of exercises has explored recovery scenarios, including support arrangements for residents, businesses, and staff. The Humanitarian Sub-Group has focused on improving access to data relating to vulnerable individuals, strengthening rest centre provision, and delivering targeted training. This work has been informed by operational experience from Storm Darragh and wider regional activity.

Training and exercising have remained a strong area of progress. The Council has delivered a programme of training covering Threat and Security, Rest Centre management, and operational logging. During the year, two Debriefers and ten Loggists were trained, with additional staff identified for further development. Gwynedd has maintained strong representation at JESIP and Wales Gold (GSB) training, as well as participation in regional and national exercises, supporting effective multi-agency coordination. The use of case studies and awareness sessions within sub-group meetings has further supported organisational learning and continuous improvement.

Significant progress has also been made in digital resilience through the enhancement and alignment of emergency planning systems, including the Emergency Tile (SharePoint) and Resilience Direct. Improved integration between

platforms has strengthened accessibility, information sharing, and operational coordination during incidents. User engagement across these systems has increased, supported by targeted training and improved usability. In addition, a live Strategic GIS emergency mapping capability has been developed for the Gold rota, providing real-time situational awareness to support strategic decision-making.

Business Continuity Planning has continued to progress, although at varying stages of completion across services. While some departmental plans are finalised, others are nearing completion. Initial reviews have identified IT dependency and staffing resilience as key risks. Further work is underway to define system recovery priorities and strengthen backup arrangements.

Cyber resilience has remained an increasing area of focus. Governance arrangements have been introduced to enhance both response and resilience capabilities, informed by recent cyber incidents and third-party risks. Work is ongoing to establish a dedicated Cyber Resilience Sub-Group, improve communication processes, and further strengthen organisational preparedness.



Conwy County Borough Council

Over the course of 2025-2026, Conwy County Borough Council introduced a revised emergency planning governance and response structure following approval by the Chief Executive and Senior Management Team. A Strategic Panel, chaired by the Chief Executive, now provides oversight of five sub-groups covering Operations; Business Continuity, Training and Communications; IT and Cyber; Humanitarian; and Recovery. This structure aligns with governance and response frameworks across other North Wales authorities. The sub-groups met for the first time in February to review the current emergency planning environment and agree Terms of Reference and membership, with quarterly meetings now established.

A transition in leadership took place during the year following the retirement of the Civil Contingencies Lead, Peter Brown, responsibility for emergency planning has since been assumed by the Head of People and Performance, Fran Lewis, ensuring continuity of strategic direction and delivery.

The NWC-REPS suite of Business Continuity templates and supporting documentation was introduced across the Council. The overarching Policy and Framework have been formally adopted, with ongoing work to finalise the Corporate Business Continuity Plan. Service Continuity Plans have been reviewed and uploaded to Resilience Direct, although they remain in the previous format during the transition period.

The Council continued to engage in regional cyber resilience activity, with NWC-REPS contributing to the Cyber Response Programme Group throughout 2025. This work has since transitioned into the EMRT IT and Cyber Sub-Group, where the associated action plan and work programme continue to be delivered.

An Audit Wales review of Conwy's cyber security and resilience arrangements was undertaken during the year, examining risk identification, protective controls, and response capability. This included document reviews and staff interviews, including NWC-REPS representatives, and considered the Council's response to previous cyber incidents and the lessons learned.

To support delivery of the Protect and Prepare Strategy for Wales and preparations for the introduction of Martyn's Law, the Protective Security Preparatory Group (PSPG) has continued to strengthen protective security arrangements for publicly accessible locations. The Chair of the PSPG represents the Council at the Regional CONTEST Board, providing updates on preparedness and emerging risks.



Conwy County Borough Council

The Safety Advisory Group (SAG), coordinated by the Conwy Event Management Team, has continued to meet fortnightly with event organisers. The group includes representatives from the Local Authority, Emergency Services, NWC-REPS, and partner organisations, providing a forum for planning, coordination, and the promotion of public safety at events.

Ongoing support has also been provided to Council planners in relation to the multi-agency emergency plan for major pipelines and planning considerations associated with the Wales & West Utilities network. Tactical Managers attended joint awareness sessions delivered by NWC-REPS and the UK Onshore Pipeline Operators Association, improving understanding of statutory responsibilities under the Pipeline Safety Regulations 1996.

The Conwy Valley Flood Partnership Group has continued to meet quarterly, with discussions focused on identifying vulnerable locations, maintaining flood defences, and promoting flood warning services within local communities.

Training and exercising remained a key priority throughout the year. Staff participated in Wales Gold, JESIP Silver, and operational training programmes, with NWC-REPS facilitators contributing to the development and delivery of training aligned to local authority needs. The introduction of the EMRT structure has further enhanced engagement and supported identification of development opportunities. Conwy staff also continue to access a range of e-learning resources provided by NWC-REPS.

Community engagement has been maintained, including the delivery of an overview of emergency planning and the role of NWC-REPS to Town and Community Councillors in April 2025. This session also provided an opportunity to reflect on the impact of the significant water disruption experienced earlier in the year.

Following the Conwy Tunnel crane fire in June 2025, Council operational staff were recognised at the North Wales Fire and Rescue Service Community Awards in acknowledgement of their response to the incident.



Denbighshire County Council

During the reporting period 2025-2026, Denbighshire County Council continued to strengthen its organisational resilience through a proactive and structured programme of training, engagement, and multi-agency exercising. This work has ensured that the Council remains well-prepared to respond effectively to a wide range of incidents and emergencies.

A key focus throughout the year has been capturing learning from real-world incidents and enhancing regional collaboration. The Council has facilitated knowledge-sharing through engagement with neighbouring authorities, drawing on their operational experiences to inform local planning and strengthen resilience arrangements.

The development and rollout of a new Elected Members Handbook represents a significant improvement in governance and preparedness. The handbook provides clear and practical guidance on the roles and responsibilities of elected Members during emergencies, supporting effective communication, informed decision-making, and strong community leadership during incidents.

Engagement with the Council's emergency loggists has remained a priority. A programme of targeted training and engagement has been delivered to enhance confidence, consistency, and capability within this critical function. A call-out exercise conducted outside normal working hours provided assurance that loggists were contactable, equipped with the necessary materials, and able to respond. The exercise was well received and demonstrated a high level of readiness across the group.

A comprehensive exercise programme has been delivered to test plans, validate procedures, and identify areas for continuous improvement. Strategic-level capability was strengthened through a multi-scenario exercise involving the Gold Duty Officer rota, reinforcing clarity of roles, responsibilities, and escalation processes. The CSS PDA Service Continuity Plan was also exercised under complex scenarios, including loss of council buildings, data breaches, and IT system failure. This demonstrated strong operational understanding while identifying opportunities for further refinement.



In addition, the Corporate Emergency Information Team undertook a cyber-focused exercise based on a ransomware scenario. This exercise confirmed effective teamwork and communication under pressure and resulted in a detailed action plan to address identified gaps, particularly in relation to communication channels, data accessibility, and system resilience.



Flintshire County Council

In 2025-2026, Flintshire County Council delivered a comprehensive programme of exercises to test and strengthen operational, tactical, and strategic response capabilities. This included the delivery of Exercise Incendium and Exercise Snowfall for the Emergency Management Response Team, simulating a gas explosion and a red weather warning for snow respectively.

Housing services also undertook a gas explosion scenario, which identified a need to enhance logging capability and directly informed the development of a Critical Incident Care Team. Further exercises are planned for the Repairs Team, recognising their role as first responders to incidents.

The Council participated in Exercise Pegasus, which focused on pandemic response arrangements. As part of this exercise, Flintshire staff established a Tactical Cell to consider and coordinate the local authority response to a pandemic scenario. In addition, a cyber incident exercise is currently in development and will be delivered in collaboration with Business Continuity leads and IT services.

Business continuity arrangements have been strengthened through the development of a Cyber Incident Response and Recovery Plan and the identification of critical systems to support service prioritisation during disruption.

Emergency communications have also been enhanced, including the introduction of a Microsoft Teams chat function to support incident coordination and a dedicated WhatsApp group for Rest Centre Managers to enable efficient information sharing. NWC-REPS has supported the Emergency Information Team with the development of an Elected Members Handbook and the delivery of two Member-focused emergency planning events. These sessions outlined roles and responsibilities during incidents, provided guidance on engaging with officers, and highlighted ongoing resilience activity. The Emergency Information Team has also focused on preparing for the management of misinformation and strengthening internal briefing arrangements for staff.

The Recovery Team has been strengthened through the appointment of a new Chair, David Fitzsimon who is supporting ongoing development of recovery planning arrangements.



The Operations Team has progressed work on reservoir emergency planning, including site visits to Greenfield Reservoir in partnership with North Wales Fire and Rescue Service to develop evacuation plans. Exercises have supported teams in reviewing logging processes, validating contractor capability, updating existing plans, and strengthening procedures for managing critical incidents. Reviews of recent incidents, including severe weather events and a Welsh Water supply incident, have informed improvements to operational arrangements.

At a community level, the Sandycroft community has established a Community Flood Group and developed a local flood plan identifying risk areas, Flood Wardens, and out-of-hours contact arrangements. These meetings have been supported by both NWC-REPS and Flintshire County Council officers, strengthening local resilience and preparedness.

Wrexham County Borough Council

Throughout 2025-2026, Wrexham County Borough Council continued to strengthen its emergency planning arrangements through a programme of governance development, training, and operational improvement.

A presentation on the Emergency Management Response Team (EMRT) structure was delivered to the Social Services Department Leadership Team. This included a review of the updated Service Continuity Plan, which was refined following discussion and formally approved by the team. Ongoing support was also provided to the Public Space Protection Group and the Safety Advisory Group, contributing to effective multi-agency coordination and public safety planning.



A comprehensive suite of action cards has been developed and embedded across key operational teams, including the Emergency Management Response Team, Response Team, Recovery Team, Humanitarian Assistance Team, Information Team, and Service Continuity Team. These documents provide clear guidance and support consistent, coordinated responses during incidents.

Leadership capacity has been further strengthened through the appointment of new Chairs to the Emergency Management Response Team, Response Team, Recovery Team, and Humanitarian Assistance Team. Targeted support is being provided to enable them to effectively fulfil their roles. In response to these changes, a full review of the Terms of Reference for each team has been completed to ensure clarity of purpose and governance.

A programme of Service Continuity Plan exercises has been completed across a range of departments, including Social Services, Governance and Customer Services, Chief Executive's, Environment, and Education. Learning identified through these exercises has been incorporated into plan revisions, with finalised versions now uploaded to Resilience Direct.

Training and awareness activity has remained a key priority. Two Counter Terrorism awareness sessions were delivered in partnership with North Wales Police for Wrexham school headteachers in June 2025, with support from the Information Team and Humanitarian Assistance Team. Additionally, introductory Resilience Direct training sessions were provided to staff new to the system, supporting effective use of the platform.

Operational capability has been further strengthened through loggist training delivered to Housing staff and attendance at cyber resilience training courses organised through the Council's IT service.

The Emergency Contacts Directory continues to be reviewed on a quarterly basis to ensure accuracy and reliability. Additional updates are undertaken following Exercise Cooper and any live incidents, ensuring that critical information remains current and accessible to support effective emergency response.

Control of Major Accident Hazards (COMAH), Pipeline and Nuclear Planning

COMAH Planning and Exercising

Control of Major Accident Hazards (COMAH) activity during the year has focused on maintaining compliance, strengthening partnerships, and ensuring that emergency planning arrangements remain current and effective. At a site-specific level, a review of Flintshire County Council's External Emergency Plan for the Synthite site in Mold was completed in October to ensure that the operator's chemical inventory and Public Information Zone remained up to date. At the Kronospan site in Chirk, Exercise CONTAIN modules were delivered in collaboration with the operator and wider North Wales Resilience Forum to support ongoing compliance with the COMAH Regulations 2015.

At a strategic level, the COMAH charging policy was reviewed and revised to ensure full statutory cost recovery for all chargeable activities undertaken. Engagement with regulatory bodies has continued through attendance at COMAH compliance meetings with the Health and Safety Executive (HSE) and Natural Resources Wales (NRW). In addition, participation in the Greater Manchester Fire and Rescue Service (GMFRS)-led National COMAH Good Practice Group has supported the sharing of knowledge and the adoption of best practice. NWC-REPS also participated as an observer in Exercise Ibex, led by Hartlepool Borough Council and Cleveland Local Resilience Forum partners, providing an opportunity to capture learning from a national multi-agency exercise.

Pipeline Safety Regulations Planning and Exercising (MAHP)

Pipeline Safety Regulations (PSR) activity during the year has focused on close engagement with infrastructure operators and strengthening awareness across partner organisations.

Operator-specific work has included participation in the North Wales Resilience Forum (NWRf) debrief following the Bodelwyddan high-pressure pipeline incident with Wales & West Utilities, supporting shared learning and improvement of response arrangements. Ongoing liaison has also taken place with National Gas



in relation to the construction and commissioning of a new high-pressure pipeline spur at Deeside Industrial Park in Flintshire. In addition, engagement has been established with Shotton Mill as a new pipeline operator, providing guidance on their statutory emergency planning and exercising responsibilities under the Pipeline Safety Regulations 1996 as they develop and commission their new facility.

At a regional level, NWC-REPS designed and delivered two online high-pressure pipeline awareness sessions in partnership with the UK Onshore Pipeline Operators' Association (UKOPA) and Linesearch Before U Dig (LSBUD). These sessions ensured North Wales local authorities and wider NWRf partners maintain awareness, competence, and compliance with their responsibilities under PSR 1996.

Nuclear Emergency Planning and Response Work

Nuclear emergency planning activity during the year included participation in national and regional working groups, attendance at stakeholder forums for former nuclear sites, and ongoing monitoring of emerging developments. This included specific engagement with developments relating to Great British Energy (Nuclear) on behalf of Isle of Anglesey County Council, supporting early understanding of future statutory emergency planning responsibilities under the Radiation (Emergency Preparedness and Public Information) Regulations 2019 (REPPPIR 2019).

NWC-REPS Regional Work

NWC-REPS, in collaboration with the North Wales Police Counter Terrorism Security Adviser, delivered workshops for education sector leads. This included a major incident exercise based on a school scenario in Colwyn Bay, enabling participants to apply existing emergency plans and procedures while assessing interoperability with emergency services.

A regional training database is currently in development to support the recording and management of training activity across all six local authorities. The system will allow NWC-REPS to upload and monitor training completed by officers, while also providing automated notifications to prompt staff when refresher training is due or approaching expiry. The database is currently undergoing testing prior to full implementation.

North Wales Resilience Forum (NWRF)

NWC-REPS has continued to play an active role in regional partnership working during the year. This includes providing Deputy Chair support to the North Wales Resilience Forum (NWRF) Voluntary Sector Group, following its separation from the former Humanitarian and Voluntary Group. This has supported clearer focus and strengthened engagement with voluntary sector partners.

Ongoing participation in the NWRF Health Group has also been maintained, alongside the review and development of associated emergency planning documents allocated to the group, ensuring alignment with current risks and response arrangements.

NWC-REPS officers facilitated a Local Resilience Forum Warning and Informing Group Media Cell exercise, Exercise Mercurius. This exercise enabled multi-agency partners to establish and operate a media cell within a simulated flooding scenario, strengthening coordination, communication processes, and joint working during incidents.

Several NWC-REPS and local authority emergency management officers participated in two multi-agency maritime incident response exercises held in November and March. These exercises were designed to validate the North Wales Local Resilience Forum Maritime Incident Response Framework. The November exercise focused on North Wales partners, while the March exercise extended to a cross-border, multi-Local Resilience Forum response, further enhancing interoperability and shared understanding across regions.

NWC-REPS team members play a leading role within the North Wales Resilience Forum (NWRF), serving as Chairs, Vice-Chairs, or active members across a range of multi-agency groups. Their involvement supports strategic planning, preparedness, resilience, and emergency response arrangements throughout North Wales. Representation is maintained across the following groups:

- **Local Resilience Forum (LRF) Strategic Group**
- **LRF Co-ordination, Training and Exercising Group**
- **LRF Risk Assessment Group**
- **LRF Warning and Informing Group**
- **LRF Infrastructure and Preparedness Group**
- **LRF Learning and Development / Interoperability Group**
- **LRF Mass Fatalities Group**
- **LRF Environment Group**
- **LRF Community Resilience and Humanitarian Assistance Centre (HAC) Group**
- **LRF Health Group**
- **LRF Digital Infrastructure Group**
- **LRF Severe Weather Group**

In October 2025, NWC-REPS played a key role in facilitating the Welsh Civil Contingencies Conference. The full-day event attracted more than 100 delegates and featured a diverse programme of high-profile speakers, providing an important forum for collaboration, knowledge sharing, and strengthening resilience across Wales.



Learning & Development

In addition to these groups NWC-REPS supports the North Wales Local Authorities at Wales Gold training and on the Diamond Panel for Wales Gold. The Wales Gold Programme is a nationally recognised, multi-agency development course that prepares senior strategic leaders, including senior representatives from local government, policing, health services, emergency services and the armed forces to effectively lead and coordinate responses to complex and major incidents. Through immersive exercises and collaborative learning, the programme strengthens strategic decision-making, interagency coordination, and resilience in the management of significant emergencies and national crises. The Diamond Panel forms the senior multi-agency governance and assessment group responsible for the design, delivery, facilitation, and evaluation of the Wales Gold Strategic Command Programme. Comprised of experienced leaders from key emergency response and resilience organisations, the panel provides strategic oversight and ensures that training reflects current best practice in civil contingencies and emergency management.

NWC-REPS and partner agencies have participated in a comprehensive programme of multi-agency exercises over the past twelve months, supporting the validation of response arrangements and strengthening operational capability across a range of incident types.

Participation included Exercise Solaris, a national multi-agency pandemic exercise held on 30 April 2025 and coordinated by Public Health Wales and the Department of Health and Social Care. This exercise tested Local Resilience Forum (LRF) pandemic response arrangements in preparation for the subsequent national Exercise Pegasus.

In August 2025, the North Wales Resilience Forum Water Outage Exercise, held in Colwyn Bay, provided an opportunity for partner agencies to operate within a Tactical Coordination Group and associated sub-groups. The exercise incorporated lessons identified from the Bryn Cowlyd water outage incident earlier in the year, supporting improved coordination and response.

Exercise Pegasus, delivered between September and November 2025 and led by the Department of Health and Social Care and the UK Health Security Agency, further tested national and local pandemic preparedness across multiple phases.

This exercise assessed the UK's ability to respond to a novel infectious disease and strengthened multi-agency coordination.

In January 2026, Exercise Annwn, focused on the Conwy Tunnel, tested multi-agency operational coordination between emergency services and partner organisations. The exercise included activation of rest centre arrangements, with Conwy staff managing the transport and welfare of displaced individuals at a designated rest centre, providing an opportunity to validate both plans and procedures in a mass casualty scenario.

Further validation of specialist response arrangements was achieved through Exercise Pendleton Spirit in March 2026, led by the Maritime and Coastguard Agency. This exercise tested tactical response to a large passenger vessel incident at sea, including the use of landing point plans and management of significant numbers of displaced people.

NWC-REPS and Local Authority representatives also contributed to the North Wales Resilience Forum Capabilities Day in March 2026, supporting assurance against Recommendation R51 from the Manchester Arena Inquiry. This included delivery of a presentation outlining local authority responsibilities, specifically the establishment of temporary mortuary facilities and the provision of humanitarian assistance during major incidents involving multiple fatalities.

Workforce development has remained a key priority. Loggist training has been delivered in partnership with NWC-REPS, supported by the development and dissemination of a standardised loggist procedure document. E-learning programmes continue to achieve high levels of engagement across the Authority, supporting staff knowledge and preparedness.

Across the region, humanitarian assistance arrangements have also been strengthened. Familiarisation sessions have been held at designated rest centres for managers and key holders, supported by a no-notice exercise held at the Jade Jones Pavilion in Flint. This exercise, conducted alongside a North Wales Fire and Rescue Service scenario, provided valuable learning, with a post-exercise debrief identifying opportunities to strengthen staffing resilience.

Shared Learning

Isle of Anglesey County Council contributed to a Business Continuity Team meeting, reflecting on its response to a recent cyber incident. This provided valuable insights into incident management, recovery challenges, and organisational resilience, which Denbighshire County Council has considered and begun to incorporate into its own arrangements.

Conwy County Borough Council also attended an Information Team session, sharing lessons learned from managing communications during a significant water outage. This highlighted the importance of clear, consistent public messaging and the need for adaptable communication channels during periods of service disruption.

Looking Ahead: National and Regional Challenges

As North Wales enters 2026-2027, several emerging and evolving challenges are expected to influence emergency planning and resilience activity.

Climate Change and Severe Weather

Extreme weather remains one of the most significant risks facing the region. Increased frequency of storms, flooding, coastal erosion, landslides, heatwaves, and wildfire incidents are likely to place greater demands on local authority response and recovery arrangements. Particular attention will continue to be given to vulnerable coastal communities and areas at increased flood risk.

Cyber Security and Digital Resilience

As organisations become increasingly dependent on digital systems and cloud-based services, the potential impact of cyber incidents continues to grow. Local authorities will need to maintain a strong focus on cyber preparedness, business continuity, recovery planning, and staff awareness to ensure the continuity of critical public services.

Critical Infrastructure Resilience

The resilience of transport networks, energy supplies, telecommunications systems, ports, water infrastructure, and fuel distribution systems will remain an important area of focus. Recent incidents across North Wales have demonstrated the wider societal impacts that infrastructure disruption can have on communities, businesses, and public services.

Community and Societal Resilience

There is increasing recognition nationally that resilience is a shared responsibility between government, emergency responders, businesses, voluntary organisations, and communities. Strengthening community resilience, supporting vulnerable people, enhancing volunteer capability, and improving public preparedness will remain key priorities.

Protective Security and Public Safety

Implementation of Martyn's Law will require organisations responsible for publicly accessible locations and events to strengthen protective security and preparedness arrangements. This will have implications for local authorities through their roles in event safety, public protection, emergency planning, and partnership working.

Multi-Agency Preparedness

The complexity of modern emergencies continues to increase, requiring greater interoperability and collaboration across agencies. NWC-REPS will continue to support the North Wales Resilience Forum and local authorities through training, exercising, shared learning, and the development of coordinated regional response and recovery arrangements.

NWC-REPS Planned Work for Financial Year 2026-2027

Regional Work

A programme of regional exercises and training will further strengthen local authority preparedness and capability. This will include participation in a North Wales Resilience Forum (NWRf) Recovery Exercise, alongside a Mass Fatalities Recovery Exercise designed specifically for local authorities to test arrangements and responsibilities in complex incident scenarios.

Senior management from local authorities will take part in specialist Mass Fatality training delivered by Kenyon International. This training will enhance strategic understanding and preparedness for managing large-scale incidents involving fatalities, including coordination, governance, and humanitarian considerations.

In addition, a programme of informative workshops has been established, incorporating guest speakers with direct experience of managing recovery from major incidents. Future sessions will include input from a senior officer involved in the Manchester Arena response, providing valuable insights into recovery processes and lessons learned.



Isle of Anglesey County Council

Over the coming months, Isle of Anglesey County Council will focus on further strengthening its emergency preparedness and response capabilities through a number of key priority areas.

A primary objective will be to progress the recruitment and development of volunteers to undertake the staffing of Rest Centres during emergencies. Increasing the number of trained personnel will enhance the Council's resilience and provide additional capacity to support emergency response activities.

To support continuous improvement, Anglesey intends to benchmark its emergency planning structures and governance arrangements against those of other Local Authorities across North Wales. This work will help identify opportunities to strengthen existing arrangements, adopt good practice, and enhance organisational preparedness.

The Council will contribute to the development of multi-agency wildfire arrangements for Newborough Forest, drawing on lessons from significant wildfire incidents experienced across the world. This work will strengthen local preparedness, response and recovery arrangements.



The Council will continue to strengthen its cyber resilience by reviewing emergency response and business continuity arrangements for cyber incidents and incorporating lessons learned from recent events into local planning.

Continued engagement with Site Stakeholder Groups associated with Wylfa will remain a priority, ensuring the Council maintains awareness of developments, fosters effective partnership working, and supports ongoing preparedness activities relating to the site.

Collectively, these priorities will support the Council's commitment to improving resilience, strengthening partnerships, and ensuring it remains well prepared to respond effectively to emergencies and support local communities when required.

Gwynedd County Council

Looking ahead, a programme of continued development and improvement will be delivered to further strengthen emergency planning, business continuity, and organisational resilience.

All Business Continuity Plans will be finalised and exercised to ensure they remain robust, effective, and aligned to current risks. Refresher training for Rest Centre staff will be delivered to maintain operational readiness, alongside a review of Rest Centre resource box locations to support effective and timely deployment during incidents.

The Major Emergency Arrangements Plan will be updated to reflect current governance structures and operational requirements. In addition, a new Critical Incident and Safeguarding Plan will be developed to strengthen the Council's capability to manage complex and sensitive incidents.

Workforce capability will continue to be enhanced through further loggist training, with an additional cohort of staff to be trained, and increased debriefing activity to support organisational learning. Loggists will also be integrated into sub-group meetings to build confidence, improve awareness, and strengthen their role within incident response structures.

The Fairbourne Plan will be finalised and embedded through an ongoing programme of exercises, including smaller-scale exercises across sub-groups. The Cyber Resilience Sub-Group will be formally established and embedded, supporting improvements in organisational culture and preparedness in response to cyber risk.

Overall, the Council will continue to build on a strong and positive emergency planning culture, further enhancing coordination, capability, and preparedness through improved systems, targeted training, and clear governance structures.

Conwy County Borough Council

Over the next reporting period, several key actions will be undertaken to further strengthen emergency planning, governance, and organisational resilience.

The Major Emergency Arrangements Plan is currently under review and will be updated to reflect the revised emergency planning structure. Work will continue to strengthen and embed the Emergency Management Response Team (EMRT) framework, ensuring clarity of roles, responsibilities, and coordinated response across the organisation.

A Civil Contingencies workshop will be facilitated for EMRT members to enhance awareness of statutory responsibilities and to identify further training and development opportunities. In parallel, both Corporate and Service Continuity Plans are under review. An exercise incorporating a cyber incident and its potential impact on service delivery will be delivered to assess the effectiveness of current business continuity arrangements.

The use of Resilience Direct within Conwy is also being reviewed. Administrators and users have been confirmed and registered, and NWC-REPS will continue to work closely with the Council to develop pages that reflect the new emergency planning structure and supporting documentation.

In addition, the Rest Centre Plan will be reviewed, with a particular focus on activation procedures and clarifying the roles and responsibilities of staff and volunteers to ensure an effective and coordinated response.



Denbighshire County Council

Building on progress achieved during the year, the Council has established an ambitious forward programme to further strengthen resilience, preparedness, and operational capability.

A series of tabletop exercises will be delivered for both the Humanitarian Assistance Team and the Operations Team, providing opportunities to test response arrangements and reinforce multi-agency coordination. Workforce capability will continue to be enhanced through the ongoing development of training and exercising programmes for loggists, ensuring that skills remain current, consistent, and effective.

Capacity within rest centre provision will be strengthened through the recruitment of additional volunteers, supported by the introduction of bi-annual engagement workshops. These sessions will aim to improve readiness, build confidence, and support retention across the volunteer cohort.

Further Service Continuity Plan testing will be undertaken to validate arrangements and identify opportunities for improvement, alongside the completion of the Corporate Business Continuity Plan. Work will also progress to embed the Local Resilience Forum Recovery Plan within the Council's arrangements, ensuring effective transition from response to recovery during incidents.

In addition, regular micro-exercises will be incorporated into Strategic Emergency Management Team meetings, supporting continuous learning, maintaining awareness, and reinforcing preparedness at a strategic level.



Flintshire County Council

In the year ahead, several key priorities have been identified to further strengthen organisational resilience and operational capability.

Loggist capacity will be finalised, with training completed to ensure all staff are fully prepared to support incident management effectively. Resilience Direct training and overview sessions will also be delivered to new officers, supporting confidence in the use of the platform and ensuring consistent access to critical information during incidents.

A cyber incident exercise will be completed for the Business Continuity Team to test current arrangements and identify areas for improvement. Further operational capability will be strengthened through the delivery of an exercise for the Housing Repairs Team, recognising their role as early responders during incidents.

Work will continue to consolidate Business Continuity Plans into a standardised template, followed by a programme of exercises to validate their effectiveness. In parallel, the Local Resilience Forum Recovery Plan will be embedded within both the Recovery Team and the Chief Officer Team, ensuring clarity of roles and a coordinated transition from response to recovery.

A targeted recruitment campaign will be undertaken to strengthen rest centre provision, including both staff and Rest Centre Managers, ensuring sufficient capacity to support communities during incidents.

Finally, a Protective Security Preparedness Group will be implemented to enhance the Council's approach to security planning and preparedness, aligning local arrangements with national policy and emerging risk considerations.

Wrexham County Borough Council

Planned activity for 2026-2027 includes a comprehensive programme of training and development which will be delivered to further strengthen preparedness and organisational capability.

Recovery arrangements will be enhanced through the delivery of dedicated recovery training and a multi-agency recovery exercise, ensuring that staff are equipped to manage the transition from response to recovery effectively. A loggist pool will be established, supported by training to ensure sufficient capacity and resilience within this critical function.

A Gold rota familiarisation session will be delivered to strengthen strategic-level understanding of roles and responsibilities during major incidents. Engagement with elected members will continue through targeted presentations and training sessions for new members, ensuring clarity of roles and effective leadership during emergencies.

Cyber resilience awareness will be further strengthened through the delivery of a cyber overview session for Emergency Management Response Team (EMRT) members, alongside a dedicated EMRT exercise to test response arrangements.

Resilience Direct training sessions will also be delivered to improve confidence and capability in using the platform. In addition, a recruitment campaign will be undertaken to increase the pool of Rest Centre volunteers, ensuring sufficient capacity to support communities during incidents.

COMAH, PIPELINE and NUCLEAR WORK

COMAH Planning and Exercising

Work will be undertaken to support compliance with the Control of Major Accident Hazards (COMAH) Regulations 2015 through targeted site-specific planning and exercising activity.

At Great Bear Distribution (Deeside) and FMC Agro Ltd (Pentre), statutory emergency exercise modules will be designed and delivered in collaboration with site operators and wider North Wales Resilience Forum (NWRF) partners. This work will test multi-agency response arrangements and ensure continued compliance with regulatory requirements.

The programme will also include the review and reissue of updated External Emergency Plans for both sites, ensuring that arrangements remain current, accurate, and effective.

Pipeline Safety Regulations Planning and Exercising (MAHP)

Work will be undertaken to support compliance with the Pipeline Safety Regulations 1996 through both operator-specific engagement and broader awareness activity across the region.

At an operator-specific level, NWC-REPS will work with National Gas, Uniper UK, and Shotton Mill (Eren) to design and deliver a statutory multi-operator emergency exercise in collaboration with North Wales Resilience Forum (NWRF) partners. This programme will test multi-agency response arrangements and ensure ongoing compliance with regulatory requirements. It will also involve the reissue of updated Flintshire County Council Major Accident Hazard Pipeline (MAHP) plans for National Gas and Uniper, alongside the validation of the MAHP plan for Shotton Mill's new high-pressure pipeline infrastructure.

At a regional level, an additional high-pressure pipeline emergency planning awareness session will be delivered in partnership with the UK Onshore Pipeline Operators' Association (UKOPA) and Linesearch Before U Dig (LSBUD). This will ensure that pipeline operators, the six North Wales local authorities, and wider NWRF partners continue to maintain awareness competence, and compliance with their responsibilities under PSR 1996.

Nuclear / REPIR Planning and Exercising

NWC-REPS will continue to contribute to the North Wales Resilience Forum's (NWRF) nuclear emergency preparedness arrangements. This will include supporting the review and implementation of updated guidance when the UK Government reissues the National Nuclear Emergency Planning and Response Guidance (NNEPRG).

This work will ensure that regional plans, procedures, and capabilities remain aligned with current national policy and best practice, maintaining a high level of preparedness across partner organisations.





CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL



CONWY
CYNGOR BARDDEISTREF SIROL
COUNTY BOROUGH COUNCIL

sir ddinbych
denbighshire
County Council



CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

wrexham
COUNTY BOROUGH COUNCIL
CYNGOR BARDDEISTREF SIROL
WRECCSAM

22/11/2024

Isle of Anglesey County Council Scrutiny Report

Committee:	Corporate Scrutiny Committee
Date:	14.10.2026
Subject:	Progress Report of the Social Services Scrutiny Panel
Scrutiny Chair:	Jeff Evans

1. Who will be the portfolio holder / lead officer presenting the report?

Name	Role
Councillor Euryrn Morris	Chair of the Social Services Panel
Councillor Dyfed Wyn Jones	Children, Young People and Families Portfolio Holder
Councillor Neville Evans	Adults' Portfolio Holder
Service Office (supporting)	Role
Fon Roberts	Social Services Director

2. Why the Scrutiny Committee is being asked to consider the matter

To note progress and provide assurance.

3. Role of the Scrutiny Committee and recommendations

- ☒ For information
☐ To be noted
☒ For assurance
☐ For recommendation to the Executive

Recommendation(s):
R1 To note the Social Services Panel's work during the last period.

4. How does the recommendation(s) contribute to the objectives of the Council's Plan?

Direct relevance to the Council Plan: 2023-2028.
 Social Care and Wellbeing is one of the six key strategic aims (Council Plan 2023 – 2028). Their aim is to ensure healthier and safer communities by offering a range of preventative, improvement and support services, in partnership with other stakeholders of the same mindset.
 The work of the Social Services Panel contributes toward this aim.

5. Key scrutiny themes

Key themes the Scrutiny Committee should concentrate on:

1. The effects of the Scrutiny Panel's forward work programme on the Council Plan.
2. Key areas to strengthen the Scrutiny Panel's work.
3. Effectiveness of the Fieldwork Sessions against the Scrutiny Panels outcomes.

6. Key points / summary

This progress report provides an overview of the Social Services Scrutiny Panel's work during the 2025/26 civic year.

A two year forward work programme was prepared for 2025-2027 with Members of the Panel and Officers. The Panel has two formal meetings a year, in May and November. Between these meetings, Members have the opportunity to visit a current Service and new provisions in the community.

The agenda of every meeting varies, but it usually includes a presentation on a specific theme, a development session and opportunities to report back on visits to services. The wide range of items allows the Panel to collect evidence, constructively challenge and support continuous improvement within Social Services.

The main themes, subjects and visits considered during this period are noted below as well as a summary of the evidence collected, the challenge provided by Members, the effect of scrutiny work and improvement actions noted.

1. Report on the Social Services Complaints and Comments Procedure

The Panel received a presentation by the Customer Care Managers on the Social Services Complaints and Comments Procedure for 2024/25. The themes of the complaints were considered, as well as positive feedback, lessons learnt, monitoring arrangements and training that is needed as a result of the complaints.

The Members' scrutiny work focused on the criteria for moving a complaint from Step 1 to Step 2; the relationship between the number of complaints and service users; the Council's responsibilities compared to some external agencies; complaints that happen frequently or time and time again; service user confidence in the process; analysis of patterns and themes; and tracking lessons to ensure the service is improved.

2. Care provision for older people and additional care homes

The Head of Adults Services gave a presentation on the care model for older people and the additional care homes developments on Anglesey.

The Panel challenged the community benefits of the provision, rent levels, possible financial pressure, employment opportunities, support for people with complex needs, arrangements for couples that live with dementia and the eligibility criteria.

Outcomes and Improvement Actions

- Members expressed an interest in visiting Hafan Cefni or Holyhead to see a similar provision being implemented, and arrangements are being made to arrange these visits before the next meeting that will be held at the end of November.

3. Heddfan and mental health visits

During visits with the Heddfan and Mental Health Services Team, Members received direct evidence regarding the services, the eligibility criteria, the trauma informed method, community support models and the collaboration with the Health Board and the Step by Step Care model.

- It was noted that significant space and capacity is needed in Heddfan.
- Emphasis was put on the need to support the community to reflect Heddfan's work.
- The value of the relationship between staff and the variety of activities provided with external partners.
- Members expressed an interest in engaging directly with service users in the future through community activities.

A constructive challenge was provided on key service themes, and a better understanding of the front line experience was received.

Outcomes and Improvement Actions

- It was noted that the fieldwork feedback form should be reviewed to use broader scrutiny themes and to support more open discussions, and this has now been actioned.
- The importance of noting findings after every visit, tracking matters and ensuring that improvement areas receive constant attention was emphasised.

4. Care Inspectorate Wales Report – Children and Families Service and Foster Wales Anglesey

The Director of Social Services gave two presentations summarising a positive report following a CIW inspection. One discussing the assurance inspection for the Children and Families Services, and the other looking in detail at the Fostering Wales – Anglesey team.

The Panel scrutinised the inspections findings, the implications for Social Services, and the actions that are being developed in response to the recommendations.

The scrutiny work of Members focussed on the financial pressures and the need for additional funding; the challenges in terms of recruiting and retaining staff; and training, shadowing and development arrangements for Social Services trainees within the statutory timeframe.

Outcomes and Improvement Actions

- The Members noted that both reports were positive.
- Members were keen to spend time in Services to get a better understanding of front line work, and plans are in place to arrange this for January.

5. Visits to Gors Felen and Haulfryn

During visits to Gors Felen, Llangefni and Haulfryn, Llangristiolus, Members saw firsthand the provision and support that is available to service users. In Gors Felen, the positive relationship and regular communication between the centre and Social Services was mentioned, the great facilities on site, including a new accessible garden, integrated and community methods that support individuals to maintain their independence. In Haulfryn, the importance of the provision, in terms of offering key respite care to families of children with learning disabilities was recognised.

Members scrutinised the quality of facilities and the community support that's available; the relationship between the provision and Social Services; how services support service user independence; and the need to ensure that provision is accessible and appropriate for children and young people with learning difficulties.

Outcomes and Improvement Actions

- Members thanked staff for their time and the insight provided during the visit.
- It was noted that Haulfryn is responding to a clear need to respite care and appropriate activities for children with learning difficulties.
- Members expressed an interest in revisiting Haulfryn once the site is fully operational.

6. Supported Housing (Learning Difficulties)

The Head of Adults Services gave a presentation on Supported Housing (Learning Difficulties).

Members highlighted the importance of ensure that Supported Housing services continue to meet service users' needs and support positive outcomes.

The value of working in partnership and continuously developing services was recognised, in order to respond to calls, challenges and future risks.

Members scrutinised the funding streams noted for significant improvement; the length of the current waiting list for Supported Homes on Anglesey; interim accommodation arrangements for residents whilst improvements are made; the level of contact between residents and social workers; the collaboration arrangements between Social Services and Housing Services; the key factors when choosing an appropriate location for service users; families input when choosing an appropriate residential placement; and the challenges and financial risks associated with the provision.

7. Collaborating with the Education Panel to Strengthen Accountability

The Social Services and Education Scrutiny Panel have worked in partnership to scrutinise the Corporate Safeguarding report before it's presented to the Scrutiny Committee. The Panel have met twice a year as part of this method and have continued to work in partnership. This method, on the whole, has strengthened accountability by allowing Members from both Panels to consider safeguarding matters with each other, to share information across service areas and challenge reports more robustly before they are presented to the Scrutiny Committee.

Significant attention has been given to the 'Justice Through Our Courage' report, and Members sought assurance that procedures between both services are robust.

8. Next steps

The Panel will meet again in November, where it will scrutinise on the theme of a Trauma Informed Anglesey, the 2025/26 report and comments and complaints. The meeting is also a chance for Members to report on their visits and additional care provisions, noting the main findings and any areas that need further attention.

The Panel will also review the progress and effect of its work programme to date, and consider its structure, prioritise and the option for the future. This will ensure that its work continues to focus on the most important matters to Service users, provides a constructive challenge and contributes to continues improvement and accountability within Social Services.

7. Impact assessments

7.1. Has an integrated impact assessment (consideration to equality, the socio-economic duty and the Welsh language) been completed?

☐ Yes

☒ No

If no, explain why: N/A

7.2. Possible effects on protected groups under the 2010 Equalities Act

Summarise the findings of the impact assessment. When appropriate, attach a copy. See the Guidance on Completing Scrutiny Reports on MonITor for further guidance.

7.3. Potential impacts on those experiencing socio-economic disadvantage (strategic decisions)

Summarise the findings of the impact assessment. When appropriate, attach a copy. See the Guidance on Completing Scrutiny Reports on MonITor for further guidance.

7.4. Potential effects on opportunities to use Welsh and not treat the language less favourably than English

Summarise the findings of the impact assessment. When appropriate, attach a copy. See the Guidance on Completing Scrutiny Reports on MonITor for further guidance.

7.5. Possible effects on the Council's Net Zer Target

Positive / Neutral / Negative and how

8. Financial implications

None

9. Appendices

10. Report author and background papers

Angharad Hughes

03/2026

Isle of Anglesey County Council Scrutiny Report

Committee:	Corporate Scrutiny Committee
Date:	14.10.26
Subject:	North Wales Regional Partnerships Board Annual Report (Part 9): 2026
Scrutiny Chair:	Councillor Jeff Evans

1. Who will be the portfolio holder presenting / leading the report?

Portfolio Holder	Role
Councillor Dyfed Wyn Jones	Children, Young People and Families Portfolio Holder
Councillor Neville Evans	Adults' Portfolio Holder
Service Officer (Supporting)	Role
Gethin Morgan	Head of Regional Collaboration
Fôn Roberts	Director of Social Services & Head of Children & Families

2. Why the Scrutiny Committee is being asked to consider the matter

The aim of the North Wales Partnership Board is to work collaboratively across health and social care services to help support resilient communities and also ensure a seamless service for individuals that require care and support.

This aligns with the priorities set out in the Ynys Mon Council Plan 2023–28 – one of which is identified as ‘Social Care and Well-being – providing the right support at the right time’. It also underpins the Values outlined in the Plan – Collaboration – ‘We work as a team, with our communities and partners to achieve the best outcomes for the people of Anglesey’.

3. Role of the Scrutiny Committee and recommendations

- ☒ For assurance
- ☐ For recommendation to the Executive
- ☒ For information

Recommendation(s):

1.

R1 That the Committee confirms that it has read, understood and taken into account the work that is required to be undertaken by the Regional Partnership Board, especially in relation to Anglesey.

R2 That the Committee notes the work and progress in 2026/27 on the work areas that are being taken forward through the North Wales Regional Partnership Board, especially in relation to Anglesey.

4. How does the recommendation(s) contribute to the objectives of the Council's Plan?

This is aligned to the priorities set out in Anglesey County Council's new Council Plan 2023-28 – one of which is stated as 'Social Care and Wellbeing – providing the right support at the right time'. It also underpins the Values stated within the new Plan - Collaboration - 'We work as a team, with our communities and partners to deliver the best outcomes for the people of Anglesey'.

5. Key scrutiny themes

Key themes the Scrutiny Committee should concentrate on:

1. To what extent does the Annual Report provide assurance to the Committee that the NWRPB are prioritising their work to:
 - A) to represent the citizens of Anglesey, as well as other North Wales authorities;
 - B) ensure that Anglesey Council Plan objectives are being delivered;
 - C) offering value for money.
2. The priorities for the financial year 2026/27 and the likely impacts on Anglesey communities.

6. Key points / summary

Highlights and achievements from the year, to which the Isle of Anglesey officer played a full part in:

- Refreshed the North Wales Dementia Strategy following engagement with Anglesey residents and in total over 1,000 people from across North Wales and developed a regional response to help shape the new Welsh Government Dementia Action Plan.
- Supported more than 1,300 people through Community Navigator services, improving access to well-being support in the community.
- Agreed and implemented the new North Wales Domiciliary Care Agreement, bringing together 97 providers under a regional arrangement worth up to £171 million and broadening support for adults, children, young people and carers.

- Supported people with learning disabilities to achieve greater independence Through supported living, employment opportunities and digital innovation.
- Developed and agreed a regional Shared Purpose for Transfer of Care, setting out a common approach to improving hospital discharge and patient flow across North Wales.
- Delivered training and awareness programmes that promote neuro-inclusive approaches across health, social care and education services.
- Progressed major capital developments including Tŷ Croes Atti, Coed y Ddraig Canolfan Glanhwfa, respite facilities, supported living schemes and extra care housing developments.
- Advanced digital transformation by facilitating implementation of a new social care Case management system across all six North Wales local authorities and adopting the Welsh Local Government Association Digital in Social Care Framework.
- Strengthened regional workforce development through collaborative training, recruitment initiatives and the continued promotion of careers through the We Care North Wales campaign.
- Developed a regional Prevention Framework and Anchor Charter, bringing together partners across health, local government and the third sector to strengthen prevention, well-being and community resilience across North Wales.

7. Impact assessments

7.1. Has an impact assessment (equality considerations, the socio-economic duty, Welsh language) been undertaken?

☐ Yes

☒ No

If not, please explain why:

An overall Well-being impact assessment has not been completed for the Annual Report, but Equality Impact Assessments (EIAs) will have been completed for the individual elements contained within.

7.2. Possible impacts on groups protected under the Equality Act 2010

The purpose of Part 9 of the Act is to improve outcomes and well-being of people, as well as improving the efficiency and effectiveness of service delivery.

The key aims of cooperation, partnership and integration can therefore be described as:

- To improve care and support, ensuring people have more say and control
- To improve outcomes and health and wellbeing
- Provide co-ordinated, person centred care and support
- Make more effective use of resources, skills and expertise.

When the Board develops regional reports, strategies or documents, officers and Elected members who sit on the Board bring these to relevant meetings within their own organisations to be formally agreed. Regional Partnership Boards do not have arrangements for regional scrutiny, this is undertaken at a local basis.

7.3. Possible impacts on those experiencing socio-economic disadvantage (strategic decisions)

As Q7.1

7.4. Potential impacts on opportunities to use Welsh and not treating the language less favourably than English

As Q7.1

7.5 Potential impact on the Council's Net Zero Carbon target

No impact to note

8. Financial implications

The 6 Local Authorities and BCU Health Board in North Wales pool funding to support regional working across the Region. This also funds the Regional Collaboration Team and there is a formal partnership agreement to underpin this.

Through the Regional Partnership Boards, Welsh Government is channelling grant funding streams such as the Regional Integration Fund for Health and Social Care and the Housing with Care and Integrating and Rebalancing capital funds. Where it is possible to charge regional partnership activity to these grants this is being actioned.

9. Appendices

North Wales Regional Partnership Board - Annual Report (Part 9) 2026

10. Report author and background papers

Gethin Morgan - North Wales Regional Partnership Board – Annual Report 2026
Emma Edwards - Business Manager –Scrutiny Report Cover



BWRDD PARTNERIAETH RHANBARTHOL
GOGLEDD CYMRU
NORTH WALES
REGIONAL PARTNERSHIP BOARD



North Wales Regional Partnership Board

Annual Report 2026

This report has been produced to meet the requirements set out by the Welsh Government in the Social Services and Well-Being (Wales) Act 2014

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Foreword by the chair of North Wales Regional Partnership Board (NWRPB)

It is my privilege to introduce the North Wales Regional Partnership Board Annual Report for 2025/26. This report reflects what can be achieved when partners across health, social care, housing, education, the third sector and communities work together to improve well-being and help people across North Wales live the best lives they can.

Over the past year, we have continued to focus on prevention, early support and care closer to home. Progress has been made through community hubs, social prescribing, dementia support, community resource teams, reablement, Home First approaches, emotional health and well-being support, and services for children, young people and families.

Key achievements include the North Wales Memory Support Pathway, the Dementia Friendly Communities Scheme, improved dementia screening for people with Down's Syndrome, the new North Wales Domiciliary Care Agreement, The Wellbeing, Prevention and Anchor Charter Framework and continued investment in community hubs, respite, supported living, extra care and small group homes for children.

Excellent partnership working was central to the success and value of Winter Sprint 1 and 2. Strengthened collaboration between BCUHB, Local Authorities and Regional Partnership Board partners enabled the system to maintain grip on Pathway of Care Delays during sustained winter pressure. Regular regional and local touchpoints improved communication, trust, shared situational awareness and collective problem-solving, while avoiding escalation becoming business as usual. The use of shared data, particularly the Right Patient Right Place dashboard, helped partners work from a common understanding, reduce duplication and focus on patient-centred actions.

The importance of this partnership working lies not only in short-term performance improvement, but in the development of stronger relationships, shared ownership and mature system behaviours. These foundations helped partners respond more effectively to pressure, support local ownership within a regional framework, and create a platform for more sustainable, coordinated improvement across North Wales.

The Regional Integration Fund has supported 36 programmes across the six models of care. This includes support for unpaid carers, preventative services and social value schemes, all helping to strengthen community-based, person-centred care. We know the pressures facing health and social care remain significant. Demand is increasing, people's needs are becoming more complex, and workforce, funding and data challenges continue. However, this report shows the strength of our partnership, and the difference collaborative working is making for individuals, families, carers and communities.

The RPB Priorities sets out an ambitious programme for 2026/27 and as we look ahead, our commitment is clear: to keep working together with purpose, compassion and ambition, so that every collaborative step we take makes a real difference to people, families and communities across North Wales.

Coming together is a beginning, staying together is progress, and working together is success.

Thank you,
Councillor Dilwyn Morgan

Highlights and achievements from the year

We have:

- Refreshed the North Wales Dementia Strategy following engagement with more than 1,000 people and developed a regional response to help shape the new Welsh Government Dementia Action Plan.
- Supported more than 1,300 people through Community Navigator services, improving access to well-being support in the community.
- Agreed and implemented the new North Wales Domiciliary Care Agreement, bringing together 97 providers under a regional arrangement worth up to £171 million and broadening support for adults, children, young people and carers.
- Supported people with learning disabilities to achieve greater independence through supported living, employment opportunities and digital innovation.
- Developed and agreed a regional Shared Purpose for Transfer of Care, setting out a common approach to improving hospital discharge and patient flow across North Wales.
- Delivered training and awareness programmes that promote neuro-inclusive approaches across health, social care and education services.
- Progressed major capital developments including Ty Croes Atti, Coed y Ddraig, Canolfan Glanhwfa, respite facilities, supported living schemes and extra care housing developments.
- Advanced digital transformation by facilitating implementation of a new social care case management system across all six North Wales local authorities and adopting the Welsh Local Government Association Digital in Social Care Framework.
- Strengthened regional workforce development through collaborative training, recruitment initiatives and the continued promotion of careers through the We Care North Wales campaign.
- Developed a regional Prevention Framework and Anchor Charter, bringing together partners across health, local government and the third sector to strengthen prevention, well-being and community resilience across North Wales.

About the Regional Partnership Board

As a board we have been continually working together to ensure the health and well-being of people of all ages in North Wales.

The North Wales Regional Partnership Board works with health, social services, education and other services to identify and meet the needs of the people in our region. This includes people who use care and support services such as:

- children and young people with complex needs
- older people, including people living with dementia
- people with learning disabilities and neurodevelopmental conditions
- people with emotional and mental health needs
- unpaid carers.

Models of care

Part of the way we work is by implementing the national new models of care to improve the way organisations work together based around what matters to the people we support. A model of care is a description of the way services are organised and provided. This report sets out what we've achieved in the last 12 months for each of the models of care, which are:

1. **[Community based care – prevention and community coordination.](#)** Community services that help to protect residents from longer term health or well-being problems, including befriending groups, community hubs, support for carers and access to well-being services.
2. **[Community based care – complex care closer to home.](#)** Help to improve recovery following a period of ill health and to be more independent in the long term.
3. **[Home from hospital.](#)** Some people will always need treatment in hospital so we help people to be discharged and recover at home safely and quickly. When they do need hospital care they can access it easily.
4. **[Supporting families and children to stay together.](#)** Health, social care and education partners work together with families to help them stay together safely and prevent the need for children to become looked after by the local authority.
5. **[Promoting good emotional health and well-being.](#)** Creating and improving services for people who need emotional health and well-being support.

[Section 6](#) of the report includes system enablers, which are the essential behind-the-scenes elements that make it possible to provide new models of care.

- Capital programme and accommodation-based solutions – providing buildings, equipment and facilities to support integrated services and safe and supportive living environments.

- Digital, data and technology – tools to support the Regional Partnership Board to improve well-being.
- Regional Innovation Coordination Hub – provides research and innovation support including project evaluation and the Population Needs Assessment.
- Workforce – planning what kind of jobs we need to provide care and support and working together to recruit and retain the right people in those roles.
- Mwy na geiriau – strengthening the use of the Welsh language within health and social care in North Wales.
- North Wales Social Value Steering Group
- Communication and engagement

How the Regional Partnership Board works

The Regional Partnership Board (RPB) includes members from Anglesey County Council, Cyngor Gwynedd, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Wrexham County Council, Betsi Cadwaladr University Health Board and others. [A membership list is available on our website.](#)

The Children's Regional Partnership Board provide leadership on a wide range of issues facing different age groups from 0-25 years. [Learn more about the Children's Regional Partnership Board including the mission statement, guiding values and principles.](#)

Regional boards and groups which report to the Regional Partnership Board include:

- Childrens Regional Partnership Board
- Integrated Learning Disability Board
- Regional Dementia Strategic Group
- Integrated Autism Services Board
- Together for Mental Health Board
- Regional Commissioning Board
- Regional Workforce Board
- Digital, Data and Technology Board

The Regional Partnership Board team also support partnership meetings including:

- Leadership Group: Directors from the six local authorities and key health board officers (including the Interim Executive Director Transformation and Strategic Planning) who lead on collaborative efforts across the system
- Directors: Social Services Directors
- NWASH: North Wales Heads of Adult Services
- NWHOCs: North Wales Heads of Children's Services.
- Strategic Planning and Service Change Group

About North Wales

There are six local council areas in North Wales, Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham.

Sometimes we plan and provide services at a sub-regional or area level, which is where we work across two of the local council areas as below:

- West (Anglesey and Gwynedd)
- Centre (Conwy and Denbighshire)
- East (Flintshire and Wrexham)



Self-assessment

We carried out a self-assessment in 2024 to reflect on how we work together as a partnership. Overall, we felt we had a clear vision with joint aims and objectives, a diverse and inclusive membership and a high level of trust between partners.

Brings people together. Acts as a place where colleagues can develop relationships, raise issues, understand the role of other agencies.
(RPB member)

We thought that we could be clearer about the governance structures for the board, accountability and decision-making processes.

Alongside the self-assessment, work undertaken during the year identified opportunities to further strengthen alignment across organisations, particularly in relation to planning cycles, delivery approaches and the pace of implementation of regional priorities. Whilst governance arrangements provide strong oversight and

accountability, their complexity can at times affect clarity and decision-making. Partners also recognised the importance of continuing to strengthen information sharing, communication and the use of data to support more coordinated delivery across North Wales. These themes will continue to inform the Board's development priorities during 2026/27.

Our recommendations were:

1. Review the Regional Partnership Board governance structures and clarify decision making processes including links with the local Public Service Boards and primary care pan-cluster planning groups.
2. Produce clear information about the Regional Partnership Board governance structures, the regional team structure and the way decisions about funding are made. Share this information on the website and as an information pack for new members.
3. Consider how to improve the way we address challenges facing health and social care.
4. Increase publicity about the work of the board and its successes, including case studies about the difference board decisions have made.

We've made good progress against these recommendations, which can be seen throughout the report but for example:

- We've secured agreement by the Leadership Group for the establishment of the Strategic Planning Forums (SPFs) to collaboratively plan future activities.
- We've been able to develop the Well-being, Prevention Framework and Anchor Charter in collaboration with PSBs
- Challenges will always be present and this report outlines some of the activities undertaken in partnership to overcome those identified during the past year.
- The further development of the [‘good news’ stories](#) group has outlined the positive work undertaken to increase publicity about the board in an integrated way.

We will continue to reflect and improve on these recommendations during 2026/27 with the establishment of the SPFs, the embedding of the Well-being, Prevention Framework and Anchor Charter, further collaborative efforts to tackle the challenges and see a more hopeful, optimistic and positive narrative being developed by the sector in general across the region.

We will also be scheduling this year a revised self-assessment to aide future improvements and secure clarity about our role as a board into the future.

Regional Integration Fund Programme Summary

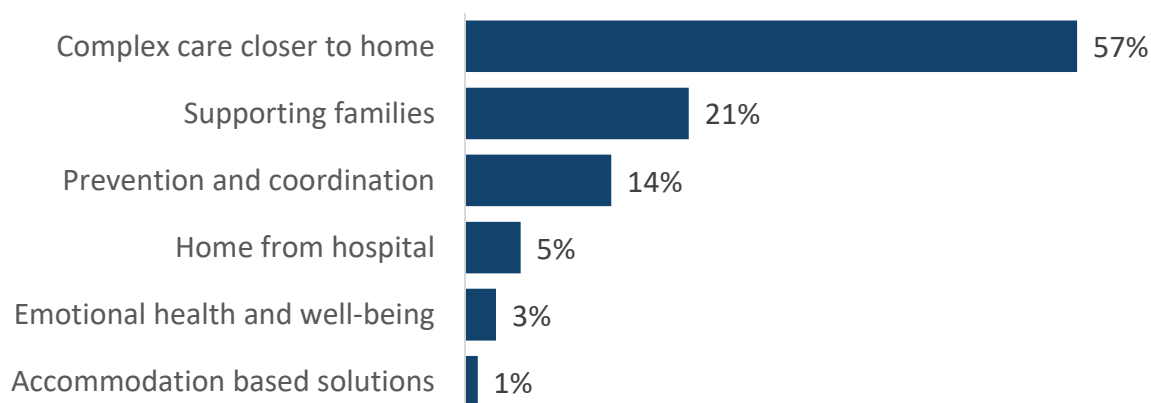
The Regional Integration Fund (RIF) in North Wales supported 36 regional programmes across the six models of care in 2025/26. The total investment was over £79 million. Welsh Government provided £30.5 million of this investment and partners provided £35.4 million of match funding. Of this funding £5.2 million was used to support unpaid carers and £5.3 million was invested in social value schemes and services.

All the projects collect case studies and stories about their impact. We've shared a few throughout the report, where people have agreed we can share their story in public. They also report against a set of All Wales performance indicators (see Appendix 1).

Summary of RIF investment in each model of care

Model of care	Welsh Government funding	Total including partner match funding
Community Based Care – Prevention and Coordination	£8,272,902	£10,779,415
Community Based Care – Complex Care Closer to Home	£6,081,329	£45,120,980
Home from hospital	£3,506,219	£4,099,501
Supporting families and children to stay together	£10,537,926	£16,501,485
Accommodation Based Solutions	£763,349	£934,426
Promoting good emotional health and well-being	£1,371,795	£2,299,919
Total	£30,533,519	£79,735,725

Chart 1: Proportion of investment in each model of care



Ripple Effects Mapping

We held [Ripple Effects Mapping](#) workshops for projects in five of the Models of Care. This is an evaluation method we use to capture the wider intended and unintended impacts of our projects. It brings people with an interest in the project together to reflect on achievements, learn and improve. This report includes examples of some of the maps we created together.

Section 1: Community based care – prevention and community coordination

Prevention and community coordination is about helping people understand how they can achieve good health and well-being. We want to create a sense of community and belonging in North Wales to reduce social isolation and loneliness to help people stay independent and improve their mental and physical health.

Funding

This work is funded by £10,779,415 from the Regional Integration Fund, plus funding from the Dementia Action Plan, Further Faster and Capital grants to support this model of care.

What we achieved



114,072 people accessed the service,
13,346 for the first time.



4,677 maintained or improved their
emotional health and well-being.



99% of people were satisfied with the
information, advice and assistance they received.

Our projects support older people, people living with dementia, people with learning disabilities and neurodevelopmental conditions including autism, people with emotional and mental health and well-being needs, and unpaid carers. They include projects specifically to support these groups of people, such as Carers Support, Single Point of Access (SPOA) teams and Regional Learning Disability Supported Employment. Key achievements and successes within this Model of Care can be seen below.

Community Hubs and early intervention

Over the past year, we have strengthened support within local communities to help people access support earlier and remain connected. Community hubs and social prescribing services have been expanded, providing more accessible local support and helping to prevent needs from escalating.

We have completed the Canolfan Glanhwfa dementia centre, improving accessibility

and increasing participation in community activities. Alongside this, a wide range of weekly and monthly activities has been delivered, supporting connection, reducing loneliness and building resilience.

The Nantlle Valley community resilience pilot has been developed, strengthening collaboration across 13 hubs and improving access to local services. We have also transformed libraries into integrated community hubs, creating accessible spaces that bring together a range of services for local communities.

Social prescribing and community navigation

Over the past year, we have strengthened social prescribing and community navigation to help people access support at the right time. More than 1,300 individuals have been supported through Community Navigator services, improving access to well-being support and helping people find the help they need closer to home.

We have delivered awareness sessions and Talking Points to improve understanding of available services and encourage people to seek support earlier. This has helped reduce pressure on public services by preventing inappropriate referrals and enabling earlier intervention. Throughout this work, we have strengthened partnership working across sectors, improving coordination and extending the reach of support.

Single point of access

We have continued to strengthen the single point of access as a key gateway for preventative support, providing timely information, advice and assistance. We use “What Matters” conversations to support a more person-centred and strengths-based way of working.

We have introduced threshold guidance and new referral processes to improve consistency and support clearer decision-making. Alongside this, new initiatives such as community-based clinics have been developed, helping to reduce demand on public services and provide support in more accessible settings.

Learning disability support and independence

We have supported people with learning disabilities to develop their independence through progression and transition services, including moves into supported living.

Work has progressed on the North Wales Learning Disability Strategy for 2026 to 2036 through co-production and engagement, ensuring the priorities reflect people’s experiences and aspirations.

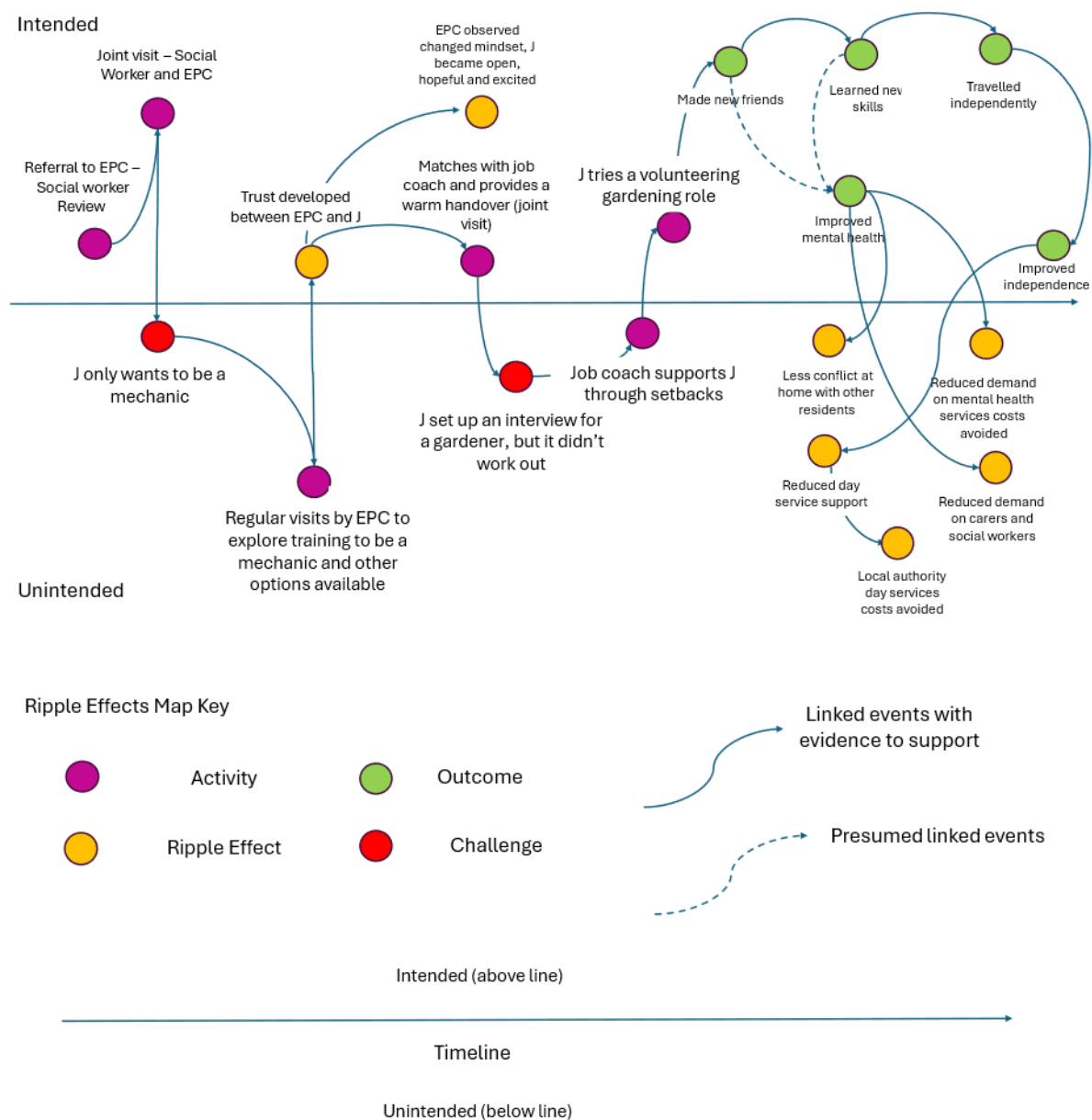
We have also introduced digital approaches, including communication and activity apps, to improve accessibility and engagement. Opportunities for well-being and participation have been expanded through a range of regional activities and programmes, supporting people to be more connected in their communities.

Supported employment

Supported employment services have continued to help people move towards meaningful work. Over the past year, 374 referrals were received into supported employment services, resulting in 46 people getting a paid job and others receiving other opportunities outside of paid work.

We have supported people to sustain employment, with an average duration of more than six months. Between 72% and 79% of individuals supported reported that they maintained or improved their well-being through this support.

Ripple Effects Mapping



The Regional Supported Employment service is underpinned by an evidenced based approach to supporting people with people with learning disabilities to find a paid job and offer ongoing support in the workplace to both the employee and the employer.

The above was mapped by the collaborative team (service manager, social worker, Employment Pathway Coordinator (EPC and job coach) who reflected on individual journeys through the service. J is in his forties and he lives in a supported living setting. Before he met the Supported Employment team the social worker described how he was frustrated and dissatisfied with life, as a result there was sometimes conflict in his household, and he would often ring the social worker or spend a lot of time with them when they were visiting other residents. He attended day services, but he did not feel it was the right fit for him.

The Employment Pathway Coordinator is key to implementing the model – they work closely with individuals, social workers and job coaches to ensure smooth transitions and carefully manage the change process. This map shows how the EPC acts as the catalyst to changing the individual’s mindset. “The Employment Pathway Coordinator has time to work with individuals that the social workers do not have, they add real value to our service”.

The aim of the service is to support people into paid employment; the map illustrates the individual’s improved outcomes as a direct result of working in a voluntary role as a gardener. During the session the job coach expressed disappointment he was not in a paid job. The service manager said, ‘but he is now in a voluntary placement, he has a sense of purpose, he says he is ‘happier than he’s ever been in his life’. He is no longer in day services, so the council are making savings, and he’s contacting his social worker less, so there are reduced levels of demand on time. You said his whole household is calmer.’ She highlighted how much of an achievement this was and how the support provided was truly person-centred, even though the individual was not in paid employment, the ultimate objective of the service.

Further Faster programme

Over the past year, Welsh Government funding through the “Further Faster” programme has supported a coordinated and system-wide approach to strengthening community care across North Wales. The investment has enabled regional partners to deliver against key priorities including community capacity, anticipatory and palliative care, domiciliary and residential care, and social prescribing, with a clear focus on improving outcomes and reducing demand on acute services.

The programme has supported significant expansion of community capacity, particularly through increased domiciliary care, reablement services and innovative models such as microcare and single-handed care approaches. This has improved the availability and flexibility of care within local communities, supported more timely hospital discharge and reduced delays associated with care provision. It has also

strengthened workforce capacity and resilience, enabling services to respond more effectively to demand and maintain continuity of care.

Further Faster investment has also enabled the development of more proactive and preventative models of care. This includes enhanced anticipatory care planning for those most at risk of urgent care, expansion of Enhanced Care at Home, and improved access to specialist palliative and end of life care, including at weekends. These approaches have supported earlier intervention, improved coordination of care and reduced avoidable hospital admissions, while enabling more people to remain at home in line with their preferences.

In addition, the programme has strengthened access to community-based and non-clinical support through social prescribing and wider community services. These services have helped address social isolation, improve well-being and provide earlier support, reducing reliance on statutory and health services. Integration within community resource teams and multidisciplinary models has further supported a more joined-up and responsive system of care.

Overall, the programme has contributed to improved system flow and increased resilience across community and hospital pathways. By aligning workforce, services and preventative approaches, Further Faster funding has supported a more integrated model of care, improving outcomes for individuals and supporting a sustainable shift towards care closer to home across the region.

Dementia programme

Strengthening dementia support across North Wales

The North Wales dementia programme continues to strengthen integrated, person-centred support for people living with dementia and unpaid carers. A regional memory support pathway now brings together memory assessment services, dementia centres, pre- and post-diagnosis support, hospital navigator roles, peer support, advocacy, benefits advice, community engagement and local dementia-friendly activity.

Referrals to the third sector pathway have increased from 3,598 in 2022 to 2023 to 5,026 in 2024 to 2025, alongside a 21 per cent increase in hospital navigator referrals in 2025 to 2026. Improvements in memory assessment services have reduced waiting times, improved data quality and strengthened oversight.

System changes, including redesign of the Welsh Patient Administration System, dashboards and the memory support pathway tracker role, have improved flow and visibility. Community activity, transport developments and the Memory Bank forum have strengthened access, awareness and lived experience input.

Overall, the programme shows the value of a coordinated regional approach in improving access, integration and support within communities.

Regional Engagement, Prevention and Brain Health

Good progress has been made in delivering against the regional priorities of the All Wales Dementia Care Pathway of Standards, with a strong focus on engagement, prevention and preparation for the Brain Health Campaign. The North Wales Dementia Strategy was refreshed in May 2025, informed by extensive engagement with over 1,000 people, alongside partners across health, social care and the third sector. This ensures the regional approach reflects current needs and aligns with national policy.

The region has collated a coordinated response to Welsh Government to help inform the development of the Dementia Action Plan 2026-36. This aims to ensure that partners and people with lived experience play a central role in shaping the new national priorities.

The response reflected feedback from a wide range of stakeholders, including all six local authorities, Betsi Cadwaladr University Health Board (BCUHB), and third sector partners such as the Alzheimer's Society, Carers Trust, Carers Outreach, and NEWCIS. In addition, input was gathered from two carer and lived experience groups, representing the voices of over 50 people.

In preparation for the past year, significant engagement activity has taken place across the region to better understand the experiences and priorities of people affected by dementia.

This includes the regional Dementia Listening Campaign, which was carried out in all six counties. Communities were invited to share their views on dementia care, generating hundreds of responses that informed eight key regional priorities, including access to care and support, person-centred care, support for unpaid carers, and the development of dementia-friendly communities. These priorities are now guiding a more coordinated and person-centred approach to dementia services in North Wales.

Alongside this, and in preparation for the Brain Health Campaign, a regionally agreed awareness session has been developed, focusing on dementia prevention and risk reduction. As part of this work, resources for the campaign have been developed to support consistent delivery of key messages across the region, ensuring they are accessible, practical, and grounded in current evidence. This has been co-produced with partners to ensure consistency and a shared approach to promoting brain health.

A Train-the-Trainer model will support delivery, with training to be delivered throughout 2026/27.

Dementia friendly communities

Working in partnership, the guidance documents for the Dementia Friendly Communities accreditation scheme have been reviewed and updated. This provides a consistent, clear and supportive framework for communities working towards recognition across the region. Panels have also been established to support and assess applications.

Over the past year, Dementia Friendly Communities across the region have continued to grow and strengthen. There are now 14 accredited Dementia Friendly Communities and three Dementia Friendly Councils across the region. Tywyn has achieved recognition in Gwynedd, with increasing interest from other areas including Porthmadog, Pwllheli and Caernarfon. In Conwy, Abergel has been successfully re-recognised, alongside growing engagement from a wide range of local businesses and organisations.

Denbighshire has made further progress, with multiple towns achieving Dementia Friendly Community status and others moving towards accreditation, supported by the regional panel process. In Wrexham, the approach has expanded to include a wider range of community settings such as schools, churches and leisure facilities, helping to embed dementia awareness more widely in everyday environments.

In Flintshire, a voluntary sector organisation has been commissioned to lead the development and delivery of the Dementia Friendly Communities initiative. This includes an oversight steering group made up of a range of community partners, including Dementia Friendly Communities in Holywell and Flint, to support and guide the work.

Ynys Môn has been accredited as a Dementia Friendly Council through the regional scheme. This represents a significant step in strengthening a whole-system, community-led approach to supporting people affected by dementia.

Unpaid carers support

The North Wales Carers and Young Carers Operational Group continues to oversee delivery of the regional carers action plan in line with the Welsh Government Strategy for Unpaid Carers and the duties set out in the Social Services and Well-being (Wales) Act 2014. In line with the Code of Practice, partners across health, local authorities and the third sector work collaboratively to ensure carers are identified, involved as partners in care, and supported to achieve their own well-being outcomes.

Services funded through the Welsh Government Carers Support Fund and regional programmes, including hospital-based carers support provided by NEWCIS and Carers Outreach, and the provision of short breaks through Amser funding, have continued to support carers across North Wales. These services provide vital information, advice and assistance, support hospital discharge, and offer flexible and personalised breaks

which contribute to maintaining carers' well-being and sustaining their caring role.

During 2025–26, Operational Group has been strengthening a coordinated regional response to the challenges identified through national scrutiny and improvement activity. This has included the development of a shared set of regional priorities, informed by the Public Services Ombudsman for Wales, the ADSS Cymru Unpaid Carers Project, and regional engagement with carers. These priorities focus on improving early identification of carers, strengthening access to information and advice, improving the consistency and quality of carers' needs assessments, supporting workforce practice, and ensuring the voice of carers and young carers informs service planning and delivery.

Looking ahead, partners will continue to deliver these priorities through the Operational Group, supporting a more consistent and effective approach across the region. This work reflects the core principles of the Act, including prevention, partnership and co-production, and will support North Wales in responding to the emerging National Strategy for Unpaid Carers and improving outcomes for carers and the people they support.

Well North Wales

There has been significant progress this year in developing a regional Prevention Framework for North Wales, bringing together partners across health, local government and the third sector to strengthen a whole-system approach to prevention. The Framework includes shared priorities, an Anchor Charter, and a focus on learning from existing good practice. Extensive regional engagement, including a system-wide event, has demonstrated strong support and highlighted the need for clear leadership, collaboration and practical action. This approach aligns with the Social Services and Well-being (Wales) Act 2014, including the Code of Practice, which emphasises prevention, early intervention and partnership working to improve well-being outcomes. The next phase will focus on embedding the Framework into organisational plans, strengthening joint working, and delivering measurable improvements in well-being and reducing inequalities across North Wales.

Capital programme: Increasing Respite Provision

Capital investment continues to strengthen preventative support and community coordination by expanding access to respite provision and enabling families to remain resilient within their communities.

Investment in respite services is improving access to planned breaks and coordinated support for both individuals and unpaid carers.



In Anglesey, a new day respite centre for children with learning disabilities opened in August 2025, supported by £655,000 from the Welsh Government's Housing with Care Fund. The centre provides flexible support for up to twenty children at any one time, including weekends and school holidays. Purpose-designed facilities include a sensory room, activity areas and accessible changing provision, with a two-bedroom residential respite unit also in development on site.

In Wrexham, an extension to an existing children's respite facility has increased capacity and improved accessibility for children with more complex needs. This enables more children to access respite care closer to home, supporting families and reducing reliance on out-of-area placements and providing consistent support for families and carers.

These developments are strengthening preventative support and helping to sustain family and care arrangements within local communities.

Challenges

The diagram below shows key challenges identified by Regional Integration Fund projects.

Demand and complexity

Increasing demand and more complex needs.

Workforce and capacity

Recruitment and staffing pressures.

Access and variation

Rural access and inequalities

Opportunities to consistently embed and scale effective practice across the region are still developing

Integration and systems

Coordination and data sharing challenges.

Long-term funding constraints.

Information sharing, communication and coordinated delivery can be strengthened.

Digital and data capability remains an area for development.

Opportunities remain to scale good practice consistently across the region.

Next steps

Based on these successes and challenges, next year we will:

- Further expand community hubs and social prescribing, ensuring wider reach and consistency across North Wales.
- Continue to develop early intervention models, reducing escalation and demand on statutory services.
- Increase focus on recruitment, retention and workforce development, particularly within front-door and community services.
- Explore new delivery models and skill mix approaches to maximise capacity and efficiency.
- Support staff through training and development, including strengthening person-centred and “What Matters” approaches.
- Work towards more consistent service delivery and pathways across all counties.
- Improve data sharing and system interoperability, enabling better information flow across services.
- Strengthen evidence of impact and cost avoidance, supporting future investment decisions.

Section 2: Community based care – complex care closer to home

Complex care closer to home is focused on delivering integrated, person-centred health and social care services for people with complex needs. The aim is to support individuals to remain independent, avoid hospital admissions, and receive care at home or close to home through coordinated, multi-agency approaches.

Funding

This model of care received £6 million funding through the Regional Integration Fund, and funding from the Care Action Committee 50-day challenge, Further Faster and Capital grants.

What we achieved



31,184 people accessed the service, 2,798 for the first time.



4,534 people who received support were prevented from escalating their level of need.



99% of people were satisfied with the information, advice and assistance they received.

Community resource teams

Over the past year, we have strengthened community resource teams to deliver more coordinated, multidisciplinary care across 16 localities. This has improved collaboration between health, social care and primary care, supporting better communication and more joined-up care.

- Introduced dedicated general practice referral pathways, alongside improved follow-up communication, improving referral quality and continuity of care.
- Held regular multidisciplinary meetings, enabling a more holistic approach to complex cases, shared decision-making and more consistent support.

Complex and intense support services

We have expanded community-based urgent care and specialist services, helping to reduce attendance at emergency departments and avoid hospital admissions.

- Delivered positive behaviour support using practical, in-environment approaches, improving outcomes for people with more complex needs.
- Strengthened multi-agency working and reflective practice, improving staff confidence and the quality of support.
- Supported people through specialist occupational therapy interventions, enabling independence and reducing the need for longer-term care.

Reablement services and falls prevention

Reablement services have supported people to recover, regain independence and remain at home, reducing reliance on ongoing care and support. Over the past year, 235 people were supported through reablement, with only nine per cent going on to require longer-term care.

- Delivered falls prevention interventions and training to support safer living in the community and reduce risk.
- Achieved a 75% non-conveyance rate (the Ambulance Service were able to avoid taking people to hospital), helping to avoid unnecessary hospital admissions.
- Strengthened pathways between ambulance, community and primary care services.
- Improved data systems and intelligence sharing to support more targeted prevention work.

Care sector support

We have supported the care sector to build capacity and strengthen workforce sustainability.

- Delivered training programmes for care staff, including medication, moving and handling and well-being.
- Supported micro-care providers and small enterprises, increasing capacity within the sector and supporting more flexible, community-based care.
- Developed standardised training approaches and digital resources, improving workforce capability and consistency.

Empowering independence

We have supported people to have greater choice and control over their care and support.

- Supported people with learning disabilities to shape their support and activity programmes, improving engagement and well-being.
- Promoted and supported direct payments, enabling more flexible and person-centred care arrangements.

- Supported skills development and independence, helping to reduce longer-term reliance on services.

Below is an example of how projects support community-led initiatives to build confidence, develop skills and improve well-being for individuals.

Podcasting is something that a lot of people have asked to be involved with on Ynys Môn and it is very popular in general. Tape community music and film helped us to get started. We have been able to attend workshops and purchase the equipment. The plan is to publish regular podcasts on a variety of subjects. This project has been started by the individuals and completely driven by them; they have been involved from the start. I organised the equipment, the venues we use, coordinate the interviews and help with planning.

What worked well, what didn't work so well:

The support we have received from Tape has been brilliant and because the project is something that has been requested, the group is very active in making it a success. At the moment everything has been going very well.

What 'good' or 'success' looks like:

The involvement and enjoyment of the group have been brilliant; the whole group has contributed to the project. The outcome will be the finished podcasts which will be published. The group has decided to meet every month to continue the project and as the equipment is portable we can move around Ynys Môn.

What has been learned:

The group and I have learnt how to program a podcast, to use the equipment and record them and to publish them on the correct platform. The most important things for me are that the project is entirely driven by the individuals. Their voice, choice and control.

Outcomes:

"I am learning new skills and it's helping me build my confidence."

"I'm excited to be involved and it's a good opportunity."

"I'm getting experience."

"I'm getting to know new people."

“We are learning from each other and have made friends.”

Conclusion:

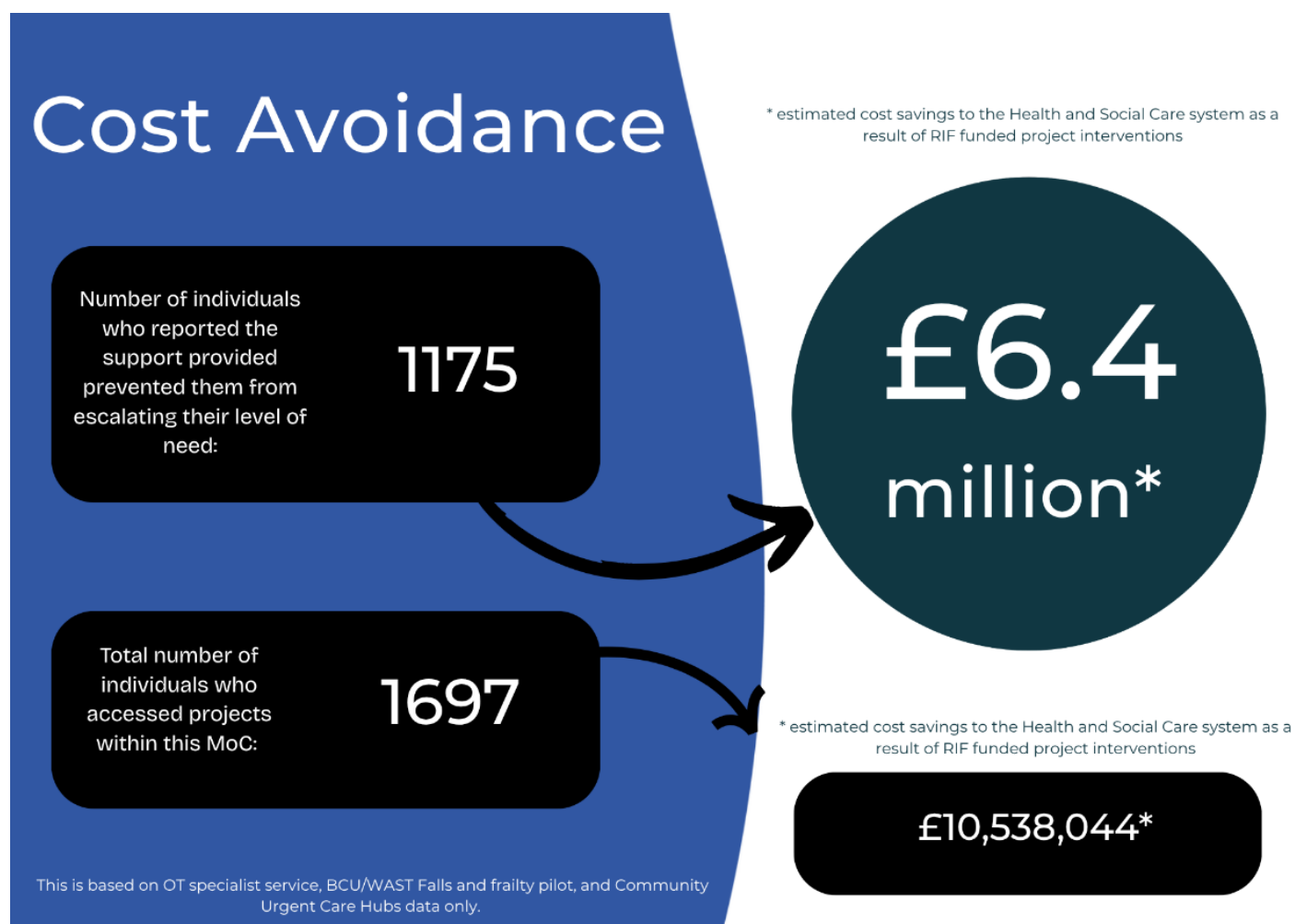
It has been brilliant to see the group grow in confidence; the whole experience has been positive. The group have lots of plans to move the project forward.

Cost avoidance

A cost avoidance exercise has been carried out to estimate the potential savings from RIF funded projects delivered through the model of care.

The calculation estimates how many hospital stays were avoided by identifying people whose needs did not escalate and applying typical assumptions about hospital stay length and daily cost. It then takes into consideration the value of those avoided costs to the cost of running the services to show how much benefit is gained for every pound spent.

An infographic has been produced using available performance data from these projects, submitted throughout the 2025 to 2026 financial year.



Further Faster Programme

Welsh Government funding through the “Further Faster” programme has continued to support the development of community-based care across North Wales, with a focus on enabling people with more complex needs to receive care closer to home. The programme has supported a coordinated approach to strengthening community provision so that hospital care is used only where it is the most appropriate setting.

Across the region, this funding has been used to improve access to community-based services, including reablement, domiciliary care and care home provision. This has helped increase the availability of support within local communities and enabled more people to receive care closer to home, supporting more timely discharges from hospital and reducing reliance on acute services.

There is evidence of this investment being delivered through a range of place-based approaches. In the West, funding has supported community frailty approaches, enabling earlier identification and support for people at risk of deterioration. In Central areas, investment has supported anticipatory care planning and palliative care, alongside step up and step down provision to support care outside of hospital settings. In the East, funding has supported enhanced community care and more coordinated approaches to supporting people with complex needs.

These developments reflect a shift towards more proactive and community-based models of care. They support people to remain independent for longer and receive care in settings that are appropriate to their needs and preferences.

Domiciliary Care Regional Commissioning Agreement

Domiciliary care (care at home) is provided by a range of agencies across North Wales. Local authorities and the health board undertook a procurement process to renew the North Wales Domiciliary Care Agreement, with Denbighshire County Council leading the work. Around 100 care providers submitted bids and 97 have been appointed. The agreement has a potential value of around £171 million and can be used for up to eight years.

This large-scale, collaborative procurement reflects the principles set out in the *National Framework for Commissioning Care and Support: Code of Practice (2024)*, including partnership working, transparency and a consistent regional approach to commissioning.

The agreement sets out the terms and conditions that providers are required to meet. It is flexible, allowing partners to work with care providers to develop and expand the range of home care and support services available across the region. This supports the Code’s emphasis on delivering high-quality, outcome-focused services and enabling innovation and continuous improvement within commissioning arrangements.

The scope of the agreement has also been extended. It previously focused on standard

domiciliary care for adults. It now includes support for children and young people, complex domiciliary care, and respite care (short breaks) for children, young people, adults and their families and unpaid carers. This broader scope reflects a more integrated and preventative approach, supporting people to remain independent at home and aligning with the Code's focus on meeting diverse and changing population needs.

The agreement went live on 1 April 2025. Since then, waiting times for care packages across the region have decreased. This is linked to an increase in the number of providers within the agreement. Some providers have also expanded their services into areas that have historically been harder to reach. These outcomes demonstrate how a coordinated, regional commissioning approach can improve access to services and deliver better outcomes for people, consistent with the Code's focus on value, quality and well-being.

This work demonstrates joint commissioning in practice and supports the delivery of the National Framework for Commissioning Care and Support. It represents a continued shift towards a more sustainable, outcomes-based model of care that meets the needs of people receiving care and support across North Wales, while recognising that further work will be needed to fully embed all aspects of the Code in future commissioning arrangements.

Capital programme: Learning disabilities supported living



Capital investment is supporting the development of community-based accommodation and services that enable people with complex needs to live within their own communities, in environments designed to promote independence, recovery and long-term well-being.

Sylva Gardens in Conwy County is a residential development comprising three two-bedroom apartments for young people with learning disabilities who are looked after by the Local Authority. The scheme was part-funded through the Welsh Government's Housing with Care Fund, secured by First Choice Housing Association.

The development is now fully occupied, with the first resident moving in during May 2025. It has enabled young people previously placed out of area to return to their local communities, maintaining connections with family and support networks while receiving care in a more suitable setting.

These developments are reducing reliance on out-of-area placements and supporting people to live more independently within their communities.

Supported Living Commissioning Agreement

The North Wales Supported Living Agreement, which combines independent housing with tailored care and support, is due to be renewed in April 2027. Preparatory work is underway to review and refresh the contract and plan for the re-procurement process.

This work reflects the principles set out in the *National Framework for Commissioning Care and Support: Code of Practice (2024)*, with a focus on delivering high-quality, outcome-based services that promote independence and well-being, and ensure sustainable models of care and support.

Denbighshire County Council will lead the procurement, working with all local authorities and the health board. A dedicated working group is in place to support this work, bringing partners together to take a coordinated, regional approach to commissioning. This collaborative model aligns with the Code's emphasis on partnership working, shared responsibility and the effective use of collective resources to deliver improved outcomes.

Plans are in place to go out to the market later in 2026, with the intention of establishing a new regional contract from April 2027. The re-procurement process provides an opportunity to further embed the principles of the Code, including a focus on quality, social value and sustainability, and to ensure that supported living services continue to meet both current and future needs across North Wales.

Challenges

The diagram below shows key challenges identified by Regional Integration Fund projects.

Demand and complexity

Increasing demand and more complex needs.

Workforce and capacity

Staffing shortages and capacity pressures.

Access and variation

Inequalities in access and service engagement.

Opportunities to consistently embed and scale effective practice across the region are still developing

Integration and systems

Coordination, information sharing and data sharing challenges, with opportunities to further align delivery approaches and scale effective practice across North Wales.

Financial pressures and long-term sustainability risks.

Consistent implementation of effective practice across the region.

Improved information sharing and coordination.

Better use of shared data and intelligence.

Next steps

Based on these successes and challenges, next year we will:

- Improve digital integration by standardising IT platforms and developing data infrastructure and sharing.
- Address workforce and capacity challenges through expansion of training and upskilling initiatives, exploring new delivery models and supporting staff retention.
- Deepen integration and whole system working through the development of clear pathways and referral protocols across services and further strengthening MDT working.

Section 3: Home from hospital

Improvements in healthcare and addressing other causes of ill health means that people are living longer, and more people have long-term (chronic) health conditions which need life-long treatment. This is increasing demand on hospital care, when in many circumstances it would be better to provide care and treatment at home or in people's local communities.

The aim of 'home from hospital' is to get people home from hospital as safely and as soon as possible so they can recover at home. After they leave, we check to see what support they need, helping them recover more quickly and avoid spending more time in the hospital than necessary. This also helps hospitals and care services manage their space better, making sure that people who need urgent medical care can get it quickly.

The approach aligns with Discharge to Recover and Assess (D2RA) and wider system priorities, helping to improve patient flow through hospitals and ensure access to acute care for those who need it most.

Funding

In addition to £4 million funding through the Regional Integration Fund, we have also used funding from the Care Action Committee and Capital grants to support this model of care.

What we achieved



3,491 people accessed the service, 166 for the first time.



2,376 people who received support were prevented from escalating their level of need



100% of people were satisfied with the information, advice and assistance they

Home First and discharge coordination - supporting timely discharge

Over the past year, we have strengthened Home First approaches to support timely discharge and recovery at home. Multidisciplinary working has been embedded within

Home First teams and community resource teams, improving decision-making and coordinated care planning.

- Increased capacity through expanded routes and improved workforce availability, helping to respond more quickly to demand.
- Supported over 1,300 people through Tuag Adref, enabling recovery and reablement at home.

Admission avoidance

We have strengthened front door services to support earlier intervention and avoid unnecessary hospital admissions.

- Enhanced therapy services in emergency and assessment units, supporting timely assessment and intervention.
- Helped reduce length of stay and prevent deconditioning through earlier support.
- Provided equipment and follow-up support, enabling people to remain safely at home.

Step up and step down and intermediate care

We have continued to develop step up and step down and intermediate care to support people to recover outside of hospital settings.

- Delivered step up and step down beds, supporting timely discharge and helping to prevent hospital admissions.
- Enabled multi-agency assessment and care planning through integrated teams.
- Adapted provision to focus on spot-purchase beds, improving value for money and responsiveness.

Discharge from hospital and patient flow

Over the past year, partners across North Wales have continued to work together via oversight and reporting to the RPB, to improve the flow of people out of hospital and support timely transfer to the right place of care.

There is a clear and shared commitment to ensuring that once people are clinically ready to leave hospital, they are supported to return home as soon as possible, in line with a Home First approach.

Significant progress has been made in strengthening collaboration across health, social care and partner organisations. This has included joint work to review current arrangements, respond to national expectations following audit activity, and agree a shared vision for improving hospital discharge. A range of improvement activity has supported this work, including audits, workshops and system-wide engagement to better understand current practice and identify priorities for change.

A key milestone has been the development and agreement of a shared purpose for transfer of care across North Wales.

Shared purpose

The shared purpose has been developed to enable people to live their best lives safely in their communities, they should access health services appropriately only when required and be supported to return home as soon as possible.

Agreed actions

- Transfer to D2RA pathways 1–3 will be actioned within 48 hours of being deemed clinically safe to transfer.
- People who are on a pathway 0 will be transferred from hospital by midday.
- We are committed to supporting people appropriately, in the right place, at the right time to optimise outcomes and experience, to improve their quality of life.
- No decision about long-term care needs will be made in acute setting.
- People will have the opportunity to access a D2RA pathway for up to a maximum of six weeks.
- Provide prompt support to transfer home from hospital.
- Ensure that people have access to the right amount of care, if required.
- A home-first approach will be taken to maintain people's independence where possible.
- To develop the practice of a Trusted Assessors model further.

In agreeing the shared purpose and agreed actions we will collectively make the best use of existing resources and deliver excellent outcomes for people by working in an integrated manner.

This sets out a clear, strengths-based ambition to support people to live their best lives safely in their communities, accessing hospital care only when needed and returning home at the earliest appropriate point. This shared purpose has been developed collaboratively with senior leaders from across organisations and formally agreed as the basis for a more consistent, system-wide approach.

Alongside this, partners have committed to developing a Memorandum of Understanding to support delivery of the Home First approach, including discharge to recover and assess pathways and Trusted Assessor arrangements. This reflects national expectations and provides a clearer framework for how organisations will work together to improve patient flow, reduce delays and ensure more consistent practice across the region.

Investment through national programmes has supported the development of community-based services to enable discharge and reduce reliance on hospital care. This has included strengthening reablement, domiciliary care and wider community support, helping more people to return home safely and receive the right care in the most appropriate setting.

Improving flow out of hospital remains a significant regional priority. Learning from the Winter Sprint approach has demonstrated the value of sustained collaboration, shared situational awareness and more consistent use of data to support decision-making across the system, with data being used to support collective understanding rather than escalation.

During 2025/26 a strengthened use of the Right Patient Right Place dashboard has improved visibility of pathways, reduced duplication and enabled more efficient working, with some teams reporting time savings of up to 2.5 hours per week, allowing greater focus on progressing care and discharge. While increasing demand, the complexity of people's needs and capacity pressures across community and care services continue to influence the timeliness of discharge, these developments reinforce the importance of maintaining coordinated, system-wide approaches to ensure people receive the right care, in the right place, at the right time.

Looking ahead to 2026 and 2027, there is a clear opportunity to build on the progress made to date. A system-wide improvement plan will be developed and delivered in line with the agreed shared purpose, with a continued focus on strengthening coordination, embedding consistent approaches and making best use of community capacity via the establishment of a complex adaptive system.

Delivery will be driven through established regional governance arrangements, with oversight provided by the Leadership Group and regular reporting to the Regional Partnership Board.

Overall, this work provides a strong foundation for delivering sustained improvement in hospital discharge, supporting people to receive care in the right place, at the right time, and improving outcomes and experience across North Wales.

Capital Programme

South Ynys Mon Extra Care development



Anglesey Council has secured funding of £10.1 million from the Integration and Rebalancing Capital Fund, £3 million from the Welsh Government's Housing with Care Fund, £3 million from the Land Development Fund, £5.5 million from the Social Housing Grant and £10.4 million of local authority capital investment to

develop a new extra care scheme and associated residential care provision.

The development will include:

- a 45-bed extra care facility
- a 28-bed residential care home providing specialist dementia care
- dedicated space for a community resource team to deliver integrated services locally

The scheme is expected to be completed in 2028 to 2029. This integrated approach will support people to live independently for longer, while ensuring they can access care and support at the right time.

Royal Alexandra Hospital



The business case for the development at Royal Alexandra Hospital, Denbighshire has received Welsh Government approval of £33.6m for Phase 1 of the Royal Alexandra Hospital development.

Betsi Cadwaladr University Health Board has secured £10.4 million

from the Integration and Rebalancing Capital Fund and £23.2 million from the National Health Service All Wales Capital Fund to deliver phase 1.

The new facility will include a minor injuries unit treating over 20,000 people a year and a 14-bed reablement unit supporting people to return home, bringing health and social care teams together.

Expanded radiology and new dental facilities will improve access to care, contributing to more effective discharge pathways, shorter hospital stays and better outcomes closer to home.

Challenges

Demand and complexity

System pressure and patient flow delays.

Workforce and capacity

Recruitment difficulties and capacity constraints.

Utilisation

Difficulty in identifying appropriate users for services/evolving demand in complex cases

Measurement and data

Inconsistent reporting and limited impact evidence.

Next steps

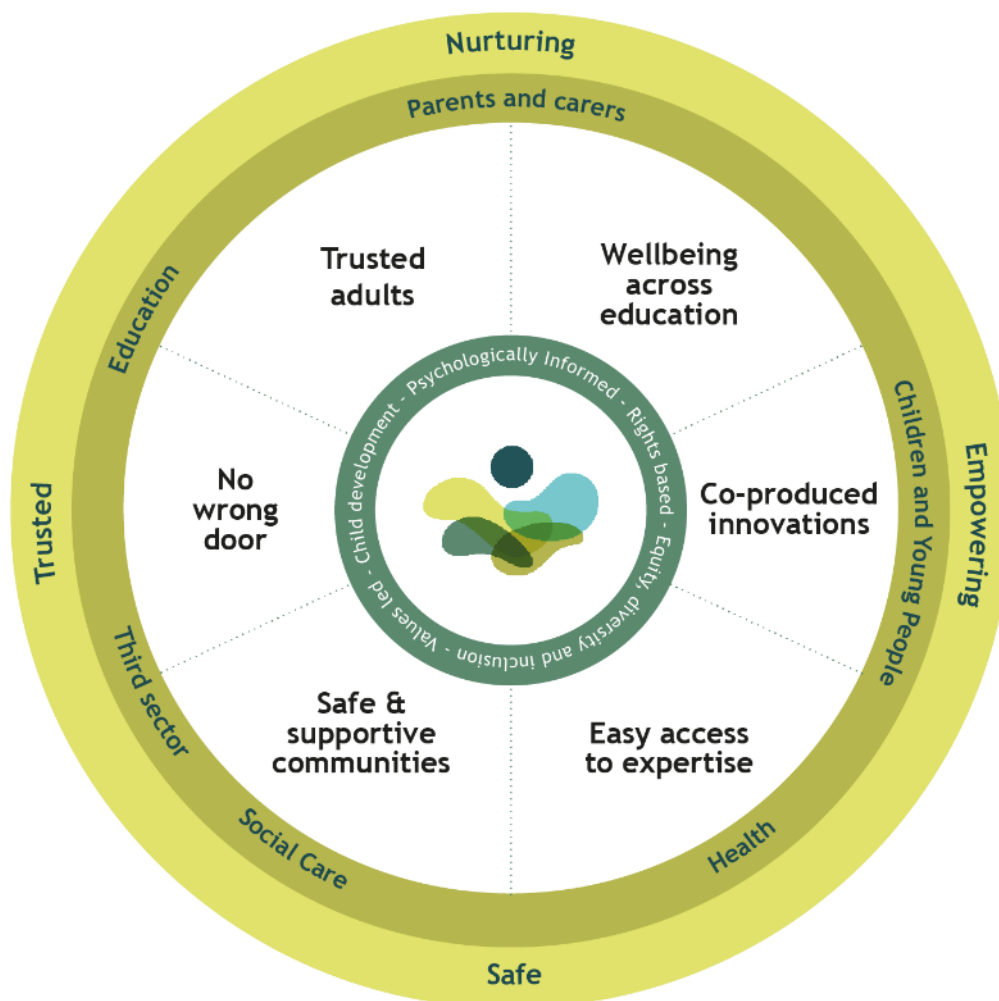
Based on these successes and challenges, next year we will:

- Continue to expand Home First and community-based discharge models.
- Strengthen data quality and reporting, particularly around escalation prevention.
- Develop a regional 12-month improvement plan to support Individuals' Safe and Timely Transfer Home to their Communities from Hospitals Across North Wales.

Section 4: Supporting families and children to stay together safely

Supporting families and children focuses on ensuring children, young people and families across North Wales can access the right support at the right time. The model spans early intervention through to specialist and intensive support, with a strong emphasis on keeping families together, improving well-being, and preventing escalation wherever possible.

This model of care is based around our strategy ‘The Right Door’ and the NYTH / NEST framework shown below. This includes giving trusted adults, those closest to the child, easy access to expertise to support them to ‘hold on’ to children when they can instead of ‘referring on’. And where more specialist support is needed, we want there to be ‘no wrong door’. New ways of working will involve children, young people and their families and be based on what matters to them with their well-being supported across education and through safe and supportive communities.



Funding

In addition to £10.5 million funding through the Regional Integration Fund, we have also used funding from capital grants to support this model of care.

What we achieved

What we achieved



15,802 people accessed the service, 4,140 for the first time.



1,700 people who received support were prevented from escalating their level of need.



100% of people reported they felt their independence had improved or remained the same.

Early intervention and prevention

Strengthening families

We have:

- Introduced tools and approaches to capture children's voices, including digital innovation (e.g. MoMo App).
- Expanded young carers support, including trauma-informed approaches and targeted well-being programmes.
- Provided information, advice and assistance services, including fast-track triage for high-risk cases.
- Expanded Together Achieving Change (TAC) to improve coordinated early help for families.
- Delivered community-based drop-in support in schools and local settings.

Building family resilience

Preventing escalation

We have:

- Supported families through behaviour programmes, trauma-informed practice and neurodiversity profiling.
- Expanded family group conferencing, linking families to early help and strengthening networks.

Intensive and specialist support

Supporting children with complex needs

We have:

- Delivered intensive residential and therapeutic support enabling reunification with families.
- Supported children through specialist multi-disciplinary team residential services.
- Expanded supported lodgings and small group homes, increasing local placement options.
- Improved transition pathways to independence, focusing on emotional readiness and life skills.

“I must express that without the care from all of you and Ty Nyth we would have lost our son for good. He was so adamant to go into care thinking it was the best place to be, and without all your support and the placement in Ty Nyth we would have lost our son forever, who is not only our boy but also a very important member of our family.

All the hard work, referrals, all the work going on around him, and everyone's understanding of his behaviours has been absolutely above and beyond. Without this help we would have lost him forever in a full time residential setting that he would of hated.

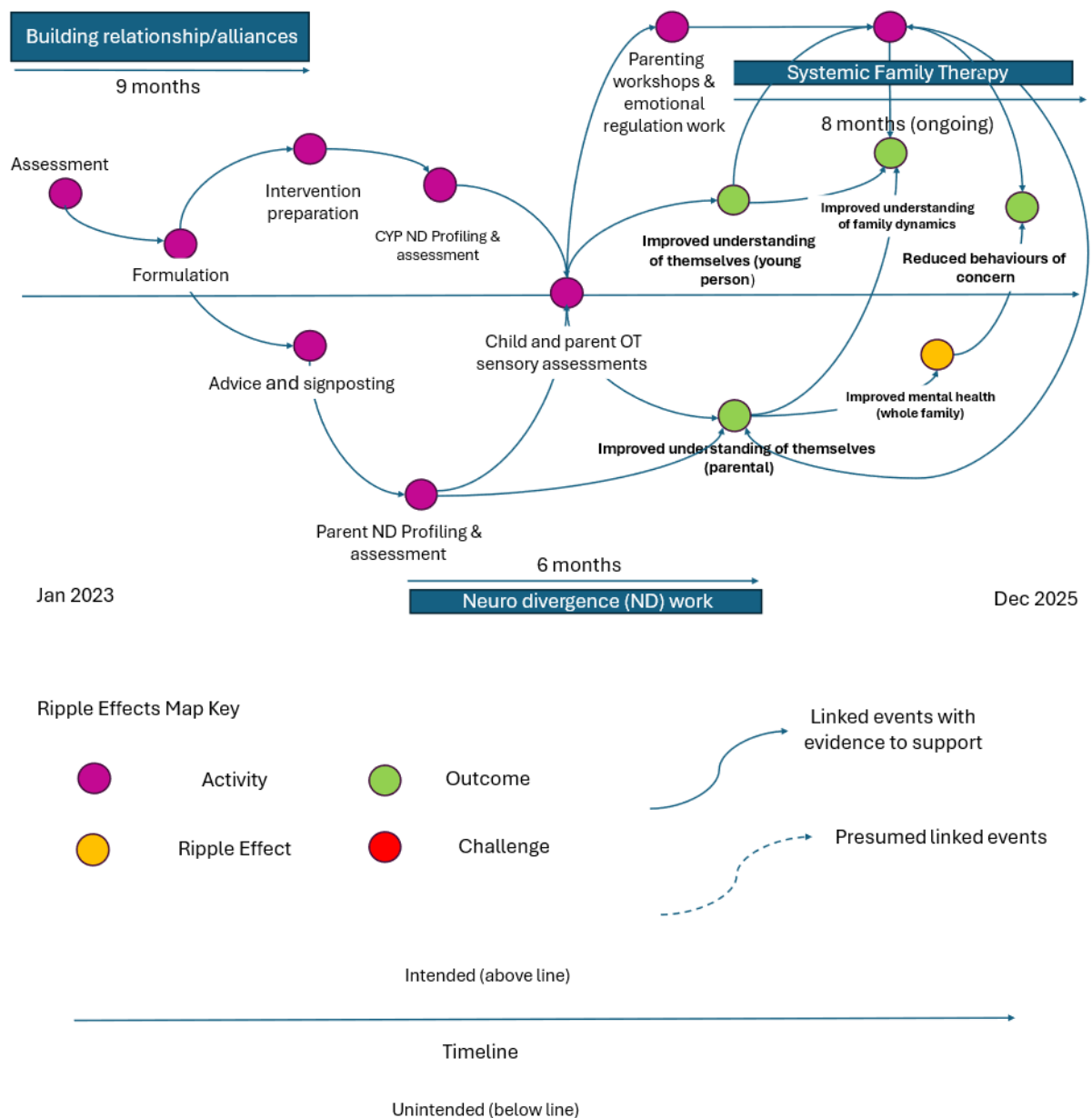
We as a family, are so grateful, and it makes me emotional just thinking how much you have all cared and gone above and beyond to help us.

“Ty Nyth is a more than valuable service that saved our family. You have kept our loving, caring family complete. Thank you.”

(Parent).

Ripple effects mapping

Working with families with complex needs



This map shows how an integrated team working with families with complex needs address the needs of the whole family as one system, using a range of interventions over a two-year period.

Above the line we see intended activities and outcomes, below we see the unintended work the team were well placed to support along the way. This has created a shared understanding of the length of time it takes to work with families, what works well in practice and the outcomes and ripple effects on the wider system.

‘I want to be able to say to our funders, this is why our service takes time to deliver outcomes, and we’re constantly curious as to how we may change our ways of working to improve outcomes for children and families’ Team manager.

The team consists of clinical psychologist, systemic family therapist, occupational therapist, specialist family support workers, and wellbeing navigators. Following a mapping workshop, the RIC Hub facilitated a sense making session with the team to reflect on what was learned.

What does the information tell us about why improving outcomes takes time?

- Relationships and alliances take significant time to develop as families have an increased likelihood of trauma, attachment issues and negative experiences with health and social care which has resulted in lack of trust ‘we have to show up and do what we say we will, time after time, to develop trust’- Family Support Worker
- Trust is commonly developed during significant life events such as bereavement or divorce, where the team were able to support families through periods of transition.
- The team work collaboratively with schools, health, social care, third sector and families to address behaviours of concern, they do not refer onto other services, they engage with them and work together.
- Increasing prevalence/awareness of neurodivergence within families has led to close working relationships with health colleagues, who have created a profiling tool, currently scaling up across North Wales.
- The team work with the families once per week compared to intensive systemic complex care models including residential placements and 24/7 community support for family members (MST-FIT)
- Specialist interventions and access to clinical neurodevelopment healthcare consultation have led to an understanding of behaviour which has been the catalyst to change in behaviours of concern and improved family mental health.
- Once parents and children have improved understanding of their own behaviours, systemic family therapy can then support understanding how their behaviour impacts on the family dynamic,

Whole system learning

Behaviour is communication of unmet need.

There is a growing evidence base of behaviour change (leading to improved outcomes and wider system impact) using systemic, person-centred approaches (within RIF this includes Multi Systemic Therapy, Positive Behaviour Support, systemic family approaches). The models use clinical tools and techniques as part of the approach (for example Dialectal Behavioural Therapy, Cognitive Behaviour Therapy). Bringing together these methods and collaborating with all partners in the families eco system (school,

social care, wellbeing supporters, and health) at practitioner level maximises outcomes. Early indications from REM Mapping show systemic approaches create longer lasting outcomes compared with time limited interventions focussing on the individual.

Systemic approaches address drivers of behaviour.

Systemic approaches are leading to reduced behaviours of concern resulting in less residential placements, out of county placements, reunifying children home (MST), supporting families to stay together (LIFT, MST Community). These services not only reduce intensity of support needs in the community, but families are also discharged without the need for social care or health input in the community (MST).

Collaboration is key at practitioner level to address drivers.

RIF funded projects support well-being from across models of care are key enablers in supporting systemic approaches to behaviour and mental health. For example, advice and signposting to support ensure peoples environmental and physiological needs are met, ensuring a stable base before therapeutic intervention can begin.

There is a significant amount of work happening to support individual schools funded by RIF by children and families projects led by local authorities. The neurodevelopment profiling tool has provided an opportunity to work with local authority education partners at a regional level to strengthen relationships and continue to support education services, a key partner in influencing behaviour

Improved children's mental health is reliant whole family mental health and well-being support.

Through a whole family approach, “we are seeing stories transform from problem saturated stories to stories of resilience” – Systemic Family Therapist

Ripple Effects Mapping is influencing changes in thinking from ‘proving to improving’.

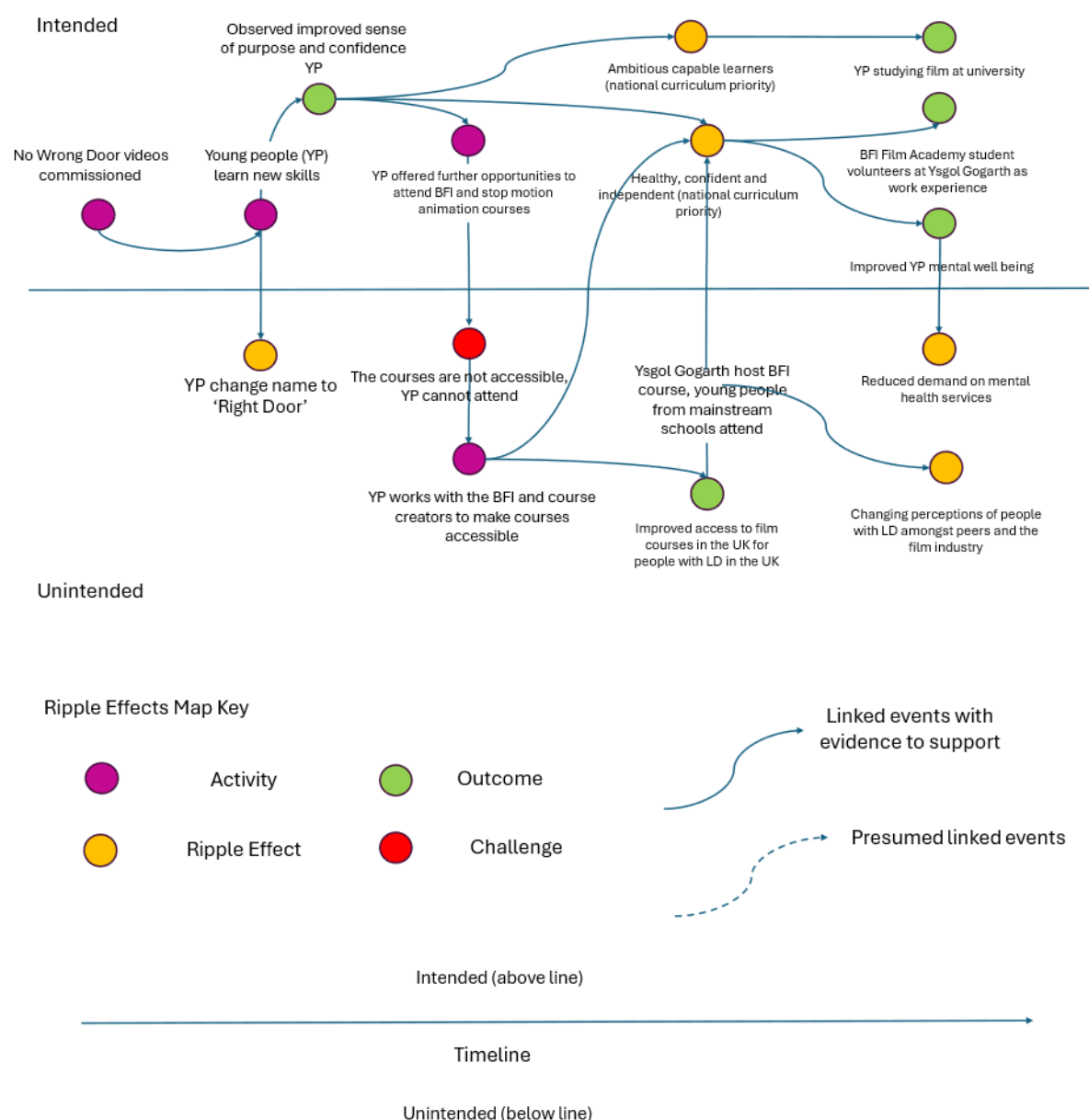
The RIC Hub and RIF team continue to build supportive and trusting relationships with partners to enable positive change and understand what works. The approach maximises use of funding and adds value through offering opportunities for continuous improvement. Ripple Effects Mapping is reaching out into the wider system through service leads which will deepen our understanding of how services impact on each other, understand what works and why and inform funding priorities.

“I want to better advocate for the services I manage; Ripple Effects Mapping will help me to develop an understanding of the key aspects of delivery which lead to improved outcomes” – CAMHS Service Manager, BCUHB

What is missing/would we do differently?

- This holistic intensive model requires long term funding to reflect the length of time the service works with families.
- The team reflected on the high level of activity in the first nine months, advice and signposting is valuable in ensuring families are supported and feel safe to engage, but there have been times when the team has recognised it was too soon for a specific intervention “maybe we need to slow down to move forward, it is tempting to want to jump straight in and ‘fix’ things” – team manager

No wrong door Ripple Effects Map



The above Ripple Effects map illustrates the improved outcomes for young people who have been part of a group commissioned to create a series of 'No Wrong Door' videos for Welsh Government. It shows the ripple effects over time on wider systems including school, health services the British Film Institute and the film industry.

TAPE, a local production company trained the young people, they describe themselves as creative advocates – Steve from TAPE says, ‘that means giving people the opportunity, show them what to do and stand back and assume competence’. Young people from Ysgol Y Gogarth, a school for students with additional learning needs, participated in training in all aspects of managing a filming project, from dealing with clients, holding meetings, drafting emails and film production.

As a result of participating in the project, one young person was offered the opportunity to attend British Film Institute (BFI) Training, but the course was not accessible. As a result, she worked with the BFI to make the training accessible. This led to an inclusive course for all; she repeated the process with another BFI course and another young person with animation course. Every challenge they meet they are creating awareness and learning in the film industry.

Hope Productions continue to create ripple effects on the film and TV industry through work with BFI, BBC and Final Draft and others, challenging perceptions of the capability of people with learning disabilities to make film and TV and making courses and every element of the production process more inclusive and accessible.

The headteacher of the school involved discussed how the project has supported the school to meet the priorities of the curriculum and how that has led to further study at mainstream college and university.

Young people are finding new ways to express themselves, learn new skills, raising aspirations, improving independence and mental well-being.

Capital programme: Small group homes for children



Capital investment across Conwy, Ynys Mon, Gwynedd, Flintshire and Wrexham has enabled the development of small, community-based homes for children, providing high-quality and supportive environments for those unable to remain with their families.

These homes are designed for small groups, creating stable and homely environments supported by consistent staffing. Developments include both new-build and refurbished properties across urban and rural areas.

This model enables children to remain closer to their communities, maintain important relationships, and experience greater stability in their care arrangements.

These developments are supporting improved outcomes for children by providing care

closer to home, while contributing to the transition towards not-for-profit provision across the region.

Challenges

The challenges continue to be around:

Demand and complexity

Higher referral rates across services and growing complexity of cases including neurodiversity, mental health and trauma.

Workforce and capacity

Challenges in recruiting to specialist/therapeutic roles and services operating at capacity, leading to waiting lists and prioritisation of highest-risk cases.

Access and engagement

Long waiting times for diagnosis/specialist services (e.g. CAMHS) and increased time needed per case to build relationships which is affected by capacity issues.

Placement sufficiency and flow

Insufficient availability of foster carers/supported lodgings and local placements for complex needs. Reduced system flow leading to blocked pathways, increased costs and pressure on residential and specialist services.

Changes to legislation which have come into force reducing use of for profit placements, compounding insufficient availability of placements.

Next steps

Based on these successes and challenges, next year the Children's Regional Partnership Board will continue to deliver on the strategic vision for each of their three priorities:

Neuro Diversity: Supporting children and young people to have equal life opportunities

Strategic focus:

- Organisations working effectively together to deliver the right door approach - right help, right time, right way
- Improvements in early years and school neuro-affirmative environments and transitions
- Expansion of knowledge across the whole workforce about neurodiversity and well-being
- Shift from medical model of diagnosis/ treatment to needs led social model where society is more inclusive and accessible
- Early intervention and support for people on waiting lists
- Transition from children and young people to adult services
- Compliance with Autism code of practice by all organisations and respond to transition to the Neurodivergence Code of Practice

Supporting Mental Well-being: Together we commit to building a joined up system across North Wales, that prioritises equitable support for mental well-being for babies, children, young people and families who don't meet the criteria for mental health support.

“right help, right time, right way” (0 – 25 years)

Strategic focus:

- Embed a needs led, whole system approach across health, education, social care and community services, delivered by organisations working effectively together in a coordinated, proactive, equitable, and sustainable way.
- Provide a needs led early intervention offer at the point of access, through co-located services (virtual or in person), enabling streamlined access to support.
- Empower staff at all levels to achieve change, through a shared understanding of what we are trying to achieve and use of a common shared language.
- Enable smooth transitions, when needed for babies, children and young people.
- Link with Neurodiversity priority activities

Not For Profit: Commitment to remove private profit from the care of children looked after

Strategic focus:

- Developing a regional placement strategy with shared goals and regional provision
- Engage children, young people and adults with looked after lived experience in a timely and appropriate way
- Organisations working together regionally to sustain our workforce with a joint workforce strategy
- Ensure care for looked after babies, children and young people becomes everybody's business, with a community driven approach

Section 5: Promoting good emotional health and well-being

Emotional health and well-being focuses on providing holistic, person-centred support to improve mental health outcomes for individuals, families and communities. The model promotes early intervention, prevention, community connection and independence, helping people manage their well-being and reducing escalation into statutory services.

Funding

This model of care receives £1.3 million from the Regional Integration Fund.

What we achieved



18,747 people accessed the service, 4,849 for the first time.



90% maintained or improved their emotional health and well-being.



100% of people who received support were prevented from escalating their level of need.

Community well-being and early intervention

Over the past year, we have strengthened community-based support to promote emotional well-being and early intervention. A wide range of activities has been delivered to support independence, confidence and social inclusion.

- Enabled people to take part in meaningful activities such as arts, sports, gardening and community events.
- Supported people to shape services through co-production and person-centred planning.
- Increased opportunities for social connection and participation within local communities.

iCAN Hubs – Open Access Mental Health Support

The health board's iCAN service supports people with mental health and well-being. It connects people to their communities and has great collaborative working between health and social care services and third sector partners. This includes GPs, Primary

Care teams, Community Mental Health Services, pharmacies, the Integrated Autism Team, social workers, police, fire, and housing.

This year, we have delivered a regional network of open-access mental health hubs, providing early help without the need for referral, diagnosis or thresholds.

- Enabled people to access support through one-to-one sessions, group activities and well-being planning.
- Reduced isolation and improved well-being for people accessing support.
- Increased confidence and self-management.
- Helped prevent crisis and reduce reliance on statutory services.

Training, skills and awareness

We have strengthened awareness and understanding of emotional well-being and neurodiversity across services.

- Delivered autism awareness training across social care, schools and early years settings.
- Promoted neuro-inclusive approaches across services.
- Improved workforce understanding of emotional well-being and how to support people more effectively.

Community well-being officers and targeted support

We have provided more targeted and tailored support for people with more complex needs, helping them to maintain independence and well-being.

- Delivered bespoke, person-centred support for people with complex needs.
- Provided respite support to 98 people, helping to sustain families and unpaid carers.
- Embedded positive behaviour support approaches to improve outcomes and reduce distress.
- Increased workforce capacity and strengthened skills through specialist training.

Supporting independence and community participation

This case study below highlights how project help individuals to build independence, confidence and meaningful participation in their communities.

Case study

SH lives with their parent and is a very sociable person. They have a lot of friends that join our groups. SH is a happy and outgoing person and likes to be in the company of their friends.

SH comes to our social evenings and knows that we offer bus training. SH wanted to complete the bus training because it would be beneficial for future volunteering roles, and so that SH would be able to come to groups independently. SH was referred by their social worker so they can live a more independent life and help with possible volunteering in the future.

What ‘good’ or ‘success’ looks like:

I provided ongoing travel support to SH by accompanying them on the bus from their home to the nearest big town. This support continued for several weeks, during which time SH gradually developed the confidence and skills needed to undertake the journey independently. Once SH felt ready, they began travelling on their own to meet me, and they also returned home independently using the bus. This progression demonstrated a significant increase in SH’s confidence, independence, and ability to use public transport safely.

Outcomes:

As a result of the travel training and ongoing support, SH has significantly increased confidence and independence in using public transport. They are now able to travel independently from their home to the nearest big town and back, demonstrating improved problem-solving skills, and awareness of public transport routines. SH's ability to meet at an arranged location and return home without support reflects their enhanced self-reliance and reduced need for staff intervention. This outcome contributes positively to SH’s overall well-being, independence, and participation in their community. After the bus training SH has started attending weekly dance groups which she travels independently to.

Conclusion:

“Bus training was good, I’m able to see friends often. I’m happy to go on the bus independently.”

Capital programme: Community health and well-being hubs



Developments such as the Dolgellau Learning Disability and Community Hub in Gwynedd show how capital investment can bring services together in one place, improving access, reducing stigma and supporting earlier intervention.

The Dolfeurig Hub creates new opportunities for individuals, including training and employment initiatives for

people with learning disabilities, while strengthening connections with the local community.

These hubs support a more joined-up approach to care, helping people access the right support at the right time within their communities.

The £3.6 million scheme includes £1.8 million of Welsh Government investment through the Integration and Rebalancing Capital Fund, matched by £1.8 million from Cyngor Gwynedd, and is expected to be completed in summer 2026.

Challenges

Demand and complexity

Particularly within early intervention services.

Workforce and Capacity

Recruitment and retention challenges impacting service sustainability.

Access barriers

Especially in rural areas (transport and digital inclusion).

Long-term funding uncertainty

Potential impact on the long-term sustainability of services and the ability to plan and deliver longer-term system-wide improvements.

Across emotional health and well-being services, a number of challenges remain. Increasing demand and growing complexity, particularly within early intervention services, continue to place pressure on available provision. Workforce sustainability is also affected by ongoing recruitment and retention challenges, which can impact service capacity and continuity. Access to support can be more difficult in some areas, particularly in rural communities where transport and digital inclusion remain barriers. In addition, uncertainty around long-term funding may affect the ongoing sustainability of services and limit the ability to plan and invest for the future.

Next steps

Based on these successes and challenges, next year we will:

- Expand community-based early intervention and prevention services.
- Strengthen workforce capacity, well-being and skills development.
- Enhance accessibility, particularly for rural and digitally excluded populations.
- Develop long-term sustainable models, including the iCAN programme.

For 0 to 25 year olds, see [section 4, supporting children young people and their families](#).

Section 6: Integrated system enablers

The essential behind-the-scenes work over the past 12 months that make it possible to provide new models of care are evidenced as follows.

Capital programme: buildings and infrastructure

The regional programme is supported by £11.5 million from capital funds and £763,349 from the Regional Integration Fund. The programme delivers the [10-year Strategic Capital Plan](#). Each model of care above includes examples of how the work has been enabled by the capital programme.

Over the past year the capital programme has seen the completion of a number of capital projects:-



Ty Croes Atti - A 56 bed provision in Flint (Flintshire) which combines longer-term residential care with intermediate reablement services, supporting safe hospital discharge and person-centred recovery in a community setting.



Coed y Ddraig – provides a purpose-built community and well-being hub in Mold (Flintshire). The provision provides day and work opportunities service for individuals with learning disabilities, autism, and mental health support needs. The hub has with integrated service provision

from social services and health board teams.



Canolfan Glanhwfa – An Integrated Community Hub in Llangefni, established to provide support for older people, people living with dementia, unpaid carers, and the wider community. The project developed renovations, lift installation, and restoration works to extend the usable area and create a new accessible hub,

which now permanently hosts the Anglesey Dementia Centre and North Wales Memory Assessment Service.



Llanrwst Family Centre - Conwy County Borough Council acquired and refurbished Llanrwst Family Centre to extend the services offered to families and increase opportunities for partnership working. As a result of the investment, more services can be delivered at the same time in the upgraded space, saving rural families repeated long

journeys to the centre. The centre offers a range of support, including weekly baby clubs co-delivered with health visitors, young carers groups, and domestic abuse support for people of all ages.

This Regional Integrated Fund element is about enabling people to live where they want, in the way they want and to stay safe and well with support within their communities. This includes helping people gain or regain an independent life where appropriate. The diagram below shows the achievements for this aspect of the programme.



1246 people accessed the service, 49 for the first time.



95% of people satisfied with the information, advice and assistance provided.



100% of individuals reporting they feel their independence has improved or remained the same with the support of the project.

Digital, Data and Technology Partnership Board

This year, the digital, data and technology partnership board agreed to adopt the Welsh Local Government Association's Digital in Social Care framework. This aligned well with our priorities and gave us a shared structure for our work.

Big change

The national Connecting Care Programme includes procuring and implementing new case management systems for social care, mental health and community health and developing shared care records for health and social care. Progress is now underway in implementing the new social care case management system across North Wales.

Bright ideas

Last year's digital showcase event continued to support innovative practice long after the event itself. It led to applications to the Iechyd a Mwy innovation support panel and to Contracts for Innovation funding and encouraged technology companies to become involved in the Digital in Social Care framework. We have written up what we learned and shared this on our website to support others planning similar events: [Digital showcase – what we learned](#).

We also continued to update our list of innovative projects, which we shared with the Welsh Local Government Association to support the national 'bright ideas' work programme.

Brilliant basics

As a regional team, we work closely with colleagues from the six local councils in North Wales, the health board and other partners. A common request was for a simple way to share documents and collaborate on regional projects - we now have three pilot regional SharePoint sites in place.

Building knowledge

This part of the Digital in Social Care framework focuses on identifying, evaluating and sharing existing practice, pilots and projects. This is an area we want to strengthen, starting with the development of a strategy for technology-enabled care in North Wales.

During the year, we also worked with Social Care Wales, Welsh Government and the Office for National Statistics to provide feedback aimed at improving data sharing platforms.

Cross-cutting themes

Our work also considers cross-cutting themes such as cyber security, infrastructure, inclusion, procurement and leadership. Digital inclusion remains a key priority in North Wales, and we continue to work closely with Digital Inclusion Wales. We are also working with Ambition North Wales to improve digital infrastructure, including WiFi and 4G coverage across the region.

Regional Innovation Coordination (RIC) Hub

The North Wales Regional Innovation Coordination Hub supports health and social care partners to test ideas, learn from practice and improve services across the region. The impact of the team can be seen throughout this report in evaluation of the Regional Integration Fund projects, the digital, data and technology workstream, communications and website development.

Care and support – what matters to you

The RIC Hub team produces the Population Needs Assessment, which underpins the work of the Regional Partnership Board. The next assessment is due to be published in April 2027, so our focus this year has been on the following activities.

- We produced [research bulletins](#) that show how many people need different kinds of care and support. This included a population profile for North Wales and a bulletin focused on unpaid carers.
- We summarised [research evidence](#) about different care and support needs, including evidence relating to domiciliary care and neurodivergence.
- We collated people's stories from [engagement activities](#) across North Wales.
- We [shared a survey](#) to understand what matters to people who need care and support.

Warmer homes, easier breathing: support that finds the people who need it

Staying warm in winter can help us stay healthy, especially for people living with conditions like asthma and arthritis.

Two Regional Innovation Coordination (RIC) Hubs have been exploring how health data can help identify people who would benefit most from extra support. In Cwm Taf Morgannwg, the team helped residents apply for Pension Credit, giving them more money for essentials like heating. In Gwent, the focus was on improving home insulation. Both approaches led to fewer people needing hospital care for breathing difficulties over the winter.

Welsh Government now want to see similar approaches adopted across Wales through their new Innovations Working at Scale Programme. In North Wales, the RIC Hub has been meeting with people across health, housing and benefits teams to understand what's already working in the region. And to explore how this kind of targeted support could make a difference for local residents.

The team are looking at linking data to see where targeted help would make the most difference for people.

If you'd like more information or to be involved in this project, please contact us at nwrich@denbighshire.gov.uk.

Please follow us on Bluesky [@nwrich.bsky.social](https://bsky.app/profile/nwrich.bsky.social), Twitter/X [@_NW_RICH](https://twitter.com/NW_RICH), [sign up to our newsletter](#) and visit the [RIC hub webpages](#) for more information.

Workforce developments

The North Wales Workforce Board works to deliver the overarching priorities set out in the Workforce Strategy 2024 to 2026. These priorities are:

- stabilising the workforce
- learning and development
- workforce intelligence and planning

The board has continued to focus on the overall strategy, with each meeting centred on a different priority theme to support progress across all areas.

There has been continued development in the successful collaboration with Health Education and Improvement Wales across the region. This partnership brings together local authorities and the health board to support the commissioning of occupational therapy training places. Work is now progressing to develop a regional approach to student placements and postgraduate opportunities. This demonstrates how working together as one region can strengthen collaboration and lead to positive outcomes.

The social work workforce pipeline in North Wales is under increasing financial and capacity pressure. While Grow Your Own routes continue to show strong retention and value, there are ongoing challenges. These include limits on student finance, rising training costs and continued reliance on agency staff.

The Workforce Board has engaged with Social Care Wales to highlight these risks. Work has now begun on:

- influencing the bursary review, with a focus on increasing funding for social work training.

- developing a consistent, region-wide costing model for Grow Your Own social work training.
- developing a regional model for workforce projections to support medium- and long-term planning.
- incorporating Welsh language requirements into workforce forecasting to support bilingual training pathways.

The Social Care Wales Workforce Development Grant continues to make an important contribution to workforce development across Wales. It supports equal access for all social care providers and reflects the profile of the sector across each region. The grant supports the five key themes of the health and social care workforce strategy:

- building a digitally ready workforce
- excellent education and learning
- provision of qualifying and post-qualifying social work training
- leadership and succession
- workforce supply and shape

This aligns with the National Framework for Commissioning Care and Support: Code of Practice (2024) expectation that commissioning should support learning, innovation and continuous improvement across the system.

However, the grant has not increased over the last three years, while demand for training across partner organisations has grown significantly. This means local authorities are required to do more with the same level of funding.

The We Care North Wales campaign continues to promote opportunities across the sector and has attended a range of events throughout the year. The National Eisteddfod in Wrexham was a key success, with a dedicated We Care day that included the launch of the Children's Residential Booklet. This booklet is a regional recruitment resource developed by partners to provide information about working in children's residential care.

The GradCon event was held in North Wales for the first time, with a dedicated We Care presence at Tŷ Pawb in Wrexham. The event attracted over 130 graduates and provided an opportunity to promote careers across the sector, with a handful of graduates signing up to complete the Introduction to Childcare course.

In January 2026, a Regional Partnership Board meeting focused on the Anti-Racist Wales Action Plan, which is one of the board's priorities. The session included guest speakers from Welsh Government, Social Care Wales and Betsi Cadwaladr University Health Board. Feedback was positive, and the session increased awareness of the subject and encouraged meaningful discussion. A follow-up workshop is planned for later in 2026. This reflects the National Framework for Commissioning Care and Support: Code of Practice (2024) and the emphasis on equality, fair work and inclusive practice across commissioning activity.

There continue to be ongoing workforce challenges across the sector. The North Wales Workforce Board will continue to work with partners and stakeholders to support the workforce and respond to these challenges.

Mwy na geiriau

The regional Mwy na geiriau group aim to strengthen the use of the Welsh language within health and social care sectors. They have been revising their terms of reference and extending membership to more non-Welsh speakers to help expand awareness of the Welsh language. This is to help make sure all health and social care staff understand the positive difference that learning and using Welsh can make to the care experience.

North Wales Social Value Steering Group

The North Wales Social Value Forum Steering Group continues to bring together partners from Betsi Cadwaladr University Health Board, local authorities, housing associations, and the third/voluntary sector to support delivery of Section 16 duties under the Social Services and Well-being (Wales) Act 2014. In line with the Code of Practice, the group provides a regional platform for commissioners, providers and partners to develop a shared understanding of social value, promote co-production, and support the development of social enterprises, co-operatives and third sector provision.

During 2025–26, the focus has been on strengthening the foundations of the forum to ensure alignment with statutory expectations and regional priorities. This has included reviewing membership, clarifying the purpose and role of the forum within the wider Regional Partnership Board landscape, and working collaboratively to refresh and agree a shared regional definition of social value. This work reflects the requirements set out in the Part 2 Code of Practice to support collaboration, shared learning and the development of a consistent approach to delivering social value, particularly in relation to prevention, early intervention and 'what matters' outcomes for individuals and communities.

Looking ahead, the Steering Group will prioritise the delivery of a structured programme of activity aligned to the refreshed workplan. This will include strengthening

engagement with providers and commissioners, supporting capacity building across the sector, and improving approaches to evidencing impact. This next phase will support the forum in moving from development to delivery, ensuring it plays a more active role in shaping commissioning, promoting good practice and supporting sustainable, community-based models of care and support across North Wales.

Communication and engagement

Our ‘good news’ stories group brings together communications teams from across the six local councils and the health board. The group meets regularly to identify stories that show the impact of the Regional Partnership Board’s work and to share them widely through press releases and other channels.

This year we shared the following press releases across North Wales:

- **June and July 2025** [North Wales Together: Learning Disability Week Hiking and Biking Challenge](#)
- **November 2025** [North Wales Together: Regional Supported Employment Service](#)
- **January 2026** [Care and support in North Wales – tell us what matters](#)

These sit alongside the regular blog posts we share about work happening across the region. Our most popular posts during the year included the [Eisteddfod launch of new resources to support children and families](#), a blog about [age and dementia friendly Holywell](#) and an update about the [Digital Social Care Showcase 2025](#).

The top five most visited pages on the Regional Partnership Board website were:

- [North Wales Regional Partnership Board](#) (2,900 views)
- [North Wales Memory Support Pathway](#) (2,500 views)
- [North Wales Population Needs Assessment](#) (1,400 views)
- [North Wales Dementia Centres](#) (1,300 views)
- [Emotional Health, Well-being and Resilience Framework](#) (730 views)

Annual delivery plan 2026/27

The annual delivery plan was agreed following a Regional Partnership Board workshop, which reviewed the successes and challenges set out in this report. This is an ambitious work programme which no one organisation can achieve alone.

It will be delivered by partner organisations working together through Regional Partnership Board programmes and projects.

In supporting **children and young people** we will work on the following priorities:

- Priority 1: Neurodiversity: Supporting children and young people to have equal life opportunities
- Priority 2: Supporting Mental Wellbeing: Together we commit to building a joined-up system across North Wales, that prioritises equitable support for mental wellbeing for babies, children, young people and families who don't meet the criteria for mental health support.
- Priority 3: Not for profit in care: Commitment to remove private profit from the care of children looked after

In supporting the delivery of the **complex care closer to home** and **home from hospital** models of care we will work on the following priorities:

- Priority 1: Enabling a safe and timely transfer home by reducing avoidable system delays
- Priority 2: Developing and implementing a Regional Falls Prevention & Response Service
- Priority 3: Increase Anticipatory Care Planning
- Priority 4: Using health and care data to target warm homes support via the Innovations Working at Scale Programme.

In supporting the delivery of the **community based care prevention and coordination** and **emotional health and well-being** models of care, we will work on the following priorities:

- Priority 1: Work to increase reablement and domiciliary care capacity – considering alternative delivery models
- Priority 2: Increase community care capacity
- Priority 3: Further develop early intervention and preventative community hubs
- Priority 4: Work with partners to continue to identify, value and support unpaid carers and ensure their voices are heard.

In supporting **Accommodation Based Solutions**, we will take a strategic, population-needs led approach to developing accommodation options that support care closer to home and align with the emerging regional mental health strategy:

- Priority 1: Deliver the 12-month expectations related to the 10-year Capital Programme (HCF, IRCF capital streams)
- Priority 2: Ensure we demonstrate the benefits realised from the delivery of completed capital schemes
- Priority 3: Develop a regional accommodation and supported living approach for adults with learning disabilities, including those with complex and co-occurring mental health needs, informed by shared data and demand analysis to increase timely, person-centred local provision and reduce reliance on out-of-county and high-cost placements.

In supporting the **future planning of RPB initiatives** and sharing its positive collaborative initiatives we will work on the following priorities:

- Priority 1: Undertake a review of the current RIF programme, to ascertain system pressures, strategic risks and financial implications.
- Priority 2: Further evaluate Regional Integration Fund (RIF) and Capital projects, to support planning for the end of RIF funding and to prepare for different future funding scenarios
- Priority 3: Develop scenario planning for potential funding exit, transition or implementation of new funding programme.
- Priority 4: Further progressing the Good News Stories group, thereby sharing RPB press releases regularly with communications teams from across the six local councils and health board. Promoting and updating the Regional Partnership Board website and social media presence.
- Priority 5: Promote the use of the Welsh language across the system by further progressing the Mwy na Geiriau North Wales Forum.

We will use **digital, data and technology** well to create integrated, seamless, sustainable services and improve health and well-being by adopting and applying the Digital in Social Care (DiSC) framework and implementing the following priorities:

- Priority 1: Rolling-out the Connecting Care Programme, completing the procurement of the new mental health system and starting to work towards a shared care record for health and social care.
- Priority 2: Working with heads of adult and children's services to explore approaches to managing digital sales pitches, keep digital innovation mapping up to date, and facilitate the North Wales Innovation Network.
- Priority 3: Deliver against our brilliant basics initiative by establishing a regional SharePoint to enable document and calendar sharing.
- Priority 4: Work with the DiSC framework to explore ways to identify, evaluate and share existing practices, pilots and projects, and develop a digital strategy for adult social care.

In addressing the development of our **workforce** and **future needs** that'll be placed on the sector, we will focus on the following priorities:

- Priority 1: We will stabilise the existing workforce to remain within the health and social care sector and support and drive a continual attraction and recruitment activity.
- Priority 2: We will create a workforce which is competent, capable and confident to perform their role, which includes ensuring that the workforce is digitally ready to support new digital initiatives.
- Priority 3: We will work with partners to capture relevant workforce data to inform and improve future workforce requirements and planning.
- Priority 4: We will complete the research and engagement required for the revised Population Needs Assessment (PNA) to be published in April 2027, working closely with Public Services Boards to make links with the Well-Being Assessments.
- Priority 5: We will work on the Market Stability Report to be published in 2027, working closely with all partners, ensuring we link into all regional relevant projects and data including the Population Needs Assessment.
- Priority 6: We will embed the Anti Racist Wales Action Plan in partnership with other partner organisations.

Our **commissioning** priorities where we will deliver under the guidance and lead of our partnership Commissioning Board are as follows:

- Priority 1: We will issue and implement the North Wales Pre-Placement Agreement for Care Homes including a accompanying Care Home Specification.
- Priority 2: We will renew and refresh the North Wales Supported Living Agreement for implementation by 1 April 2027
- Priority 3: We will produce develop a Regional Commissioning Strategy for residential homes and nursing homes based on the findings from the Market Stability Report and Population Needs Assessment.
- Priority 4: We will work with the Children's Regional Partnership Board to develop a Regional Commissioning Placement Strategy for Children's services.

Appendix 1

How Much Measures	Definitions
HM1. Number of individuals accessing the service (total per quarter)	The total number of individuals who access the project during a quarter.
HM2. Number of new individuals accessing the service for the first time	The number of individuals who access the project for the first time.
HM3. Number of referrals received	The number of individuals referred to the project.
HM4. Number of contacts (count multiple contacts per individual)	The number of times individuals have contact with the project.
HM5. Number of people receiving IAA (universal)	The number of individuals receiving Information, Advice, and Assistance (IAA) services.
HM6. Number of people receiving Early Help and Support (Targeted)	The number of individuals receiving early help and support services that target specific needs and issues. This could include groups and events.
HM7. Number of people receiving Intensive Support (Targeted)	The number of individuals receiving intensive support services that are tailored to meet their specific and more complex needs.
HM8. Number of people receiving Specialist Intervention (Specialist)	The number of individuals receiving specialist interventions that require advanced knowledge and expertise to deliver.
HM9. Number of people completing a survey or providing feedback	The number of individuals completing a survey or providing feedback

How Well Measures?	Definitions
HW1. The number of referrals accepted by the project.	The number of referrals accepted by the project.
HW2. The number of individuals who report being satisfied with the service provided. HW2a. The number of individuals who were asked and gave an answer as to whether they were satisfied with the service provided.	The number of individuals who report being satisfied with the service they received from the project.

Dementia specific measures North Wales only	Definition
DEM1. Number of carers supported by the service (total per Qt)	The total number of carers who access the service during a quarter
DEM2. Number of people living with dementia receiving what matters discussions	The number of individuals who received what matters discussions
DEM3. Number of people living with dementia attending activities /groups / dementia centres	The number of individuals who attend activities /groups / dementia centres
DEM4a. Number of people living with dementia who achieved what matters to them	The number of individuals who report they achieved what matters to them.
DEM4b. Number of people living with dementia were asked the question and gave an answer as to if they achieved what matters to them	The number of individuals who were asked and responded that they achieved what matters to them.
DEM5a. Number of carers who feel supported to continue in their caring role	The number of carers who report they feel supported to continue in their caring role
DEM5b. Number of carers who were asked the question and gave an answer as to if they feel supported to continue in their caring role	The number of carers who were asked and responded that they feel supported to continue in their caring role

Difference Made Measures	Definitions
DM1. Number of individuals feeling less isolated as a result of project support DM1a. The number of individuals who were asked and gave an answer as to whether they feel less isolated as a result of project support.	The number of individuals who report feeling less isolated after receiving support from the project.
DM2. Number of people reporting that they	The number of individuals who report

Difference Made Measures	Definitions
are maintaining or improving their emotional health and well-being. DM2a. The number of individuals who were asked and gave an answer as to whether they maintained or improved their emotional health and well-being.	maintaining or improving their emotional health and well-being after receiving support from the project.
DM3. Number of people reporting they feel they have influenced the decisions that affect them. DM3a. The number of individuals who were asked and gave an answer as to having influenced the decisions that affect them.	The number of individuals who report feeling that they have influenced the decisions that affect them.
DM4. Number of individuals reporting they feel their independence has improved or remained the same with the support of the project. DM4a. The number of individuals who were asked and gave an answer as to whether their independence has improved or remained the same with the support of the project.	The number of individuals who report feeling that their independence has improved or remained the same with the support of the project.
DM5. Number of individuals who feel more confident accessing services following project support. DM5a. The number of individuals who were asked and gave an answer as to whether they feel more confident accessing services following project support.	The number of individuals who report feeling more confident accessing services following the support of the project
DM6. Number of individuals who received support that has prevented them from escalating their level of need. DM6a. The number of individuals who were asked and gave an answer as to whether they received support that has prevented them from escalating their level of need	The number of individuals who report they received support that has prevented them from escalating their level of need

Local measures (North Wales only)	Definition
NWM 1a. Number of staff accessing training	The number of individuals accessing training sessions offered by the project.
NWM 1b. Number of citizens accessing training	The number of individuals accessing training sessions offered by the project.
NWM 2a. Number of training sessions delivered for staff	The number of staff training sessions delivered by the project.
NWM 2b. Number of training sessions delivered for citizens	The number of citizens training sessions delivered by the project.
NWM 5. Number of people receiving aids and adaptations	The number of individuals who receive aids and adaptations that help them.
NWM 6. Number of people starting an Assistive Technology Package	The number of individuals who start an assistive technology package provided by the project.
NWM 7. Number of people with increased knowledge of services/support available to them.	The number of individuals who report having increased knowledge of the services and support available to them.

03/2026

Isle of Anglesey County Council Scrutiny Report

Committee:	Corporate Scrutiny Committee
Date:	14th October, 2026
Subject:	Corporate Scrutiny Committee Forward Work Programme
Scrutiny Chair:	Councillor Jeff Evans

1. Who will be the portfolio holder presenting / leading the report?

Portfolio Holder	Role
Not applicable	
Service Officer (Supporting)	Role
Angharad Hughes	Scrutiny Manager

2. Why the Scrutiny Committee is being asked to consider the matter

Assist the Scrutiny Committee in considering, agreeing and reviewing its forward work programme for 2026/27

3. Role of the Scrutiny Committee and recommendations

- ☒ For assurance
- ☐ For recommendation to the Executive
- ☐ For information

Recommendation(s): The Committee is requested to:
R1 agree the current version of the forward work programme for 2026/27
R2 note progress thus far in implementing the forward work programme

4. How does the recommendation(s) contribute to the objectives of the Council's Plan?

Effective work programming is the foundation of effective local government scrutiny. Our Scrutiny rolling forward work programmes are aligned with the corporate priorities of the Council and corporate transformation programmes – ensuring the role of Member scrutiny makes a tangible contribution to the Council's improvement priorities.

5. Key scrutiny themes

Key themes the Scrutiny Committee should concentrate on:
 Not applicable

6. Key points / summary

1. Background

1.1 Effective work programming is the bedrock of an effective local government scrutiny function¹. Done well, work programming can help lay the foundations for targeted and timely work on issues of local importance demonstrating where Member scrutiny can add value. Good practice advocates two key issues at the heart of the scrutiny forward work programme:

- i. Challenge around prioritising work streams
- ii. Need for a member-led approach and interface with officers.

1.2 Basic principles of good work programming²

- Work programming should not be a “start-stop” process
- Complementary work programmes for separate scrutiny committees
- Balance between different methods of work
- An effective process for reporting / escalating issues to the Executive
- Input and views of internal stakeholders
- Close working with the Executive
- Links with the Annual Scrutiny Report (evaluation and improvement tool).

2. Local context

2.1 There is now a well-established practice of forward work programming which are now rolling programmes focusing on the quality of scrutiny with fewer items, to add value. They are an important tool to assist Members in prioritising their work and are discussed with the Leadership Team and Heads of Service. Both committees review the content of their work programmes on a regular basis, to ensure that they remain relevant and keep abreast with local priorities. Our local forward planning arrangements now ensure greater focus on:

- Strategic aspects
- Citizen / other stakeholder engagement and outcomes
- Priorities of the Council Plan and transformation projects
- Risks and the work of inspection and regulation

Matters on the forward work programme of the Executive. **Outcome:** rolling work programmes for scrutiny committees which are aligned with corporate priorities.

2.2 Committee chairs lead on developing the forward work programmes and are submitted to the monthly Scrutiny Chairs and Vice-chairs Forum and for approval at each ordinary meeting of the scrutiny committees. The Forum is considered an important vehicle to oversee these programmes and jointly negotiate priorities.

¹ A Cunning Plan? Devising a scrutiny work programme, Centre for Public Scrutiny (March, 2011)

² A Cunning Plan? Devising a scrutiny work programme, Centre for Public Scrutiny (March, 2011)

2.3 **“Whole council” approach to Scrutiny:** our work programmes provide a strong foundation for our improvement programme, ensuring the role that Scrutiny plays in the Authority’s governance arrangements:

- i. Supports robust and effective decision-making
- ii. Makes a tangible contribution to the Council’s improvement priorities
- iii. Continues to evolve.

3. Issues for consideration

3.1 The Scrutiny Committee receives regular update reports on the implementation of its forward work programme. A copy of the current 2026/27 work programme is attached as **APPENDIX 1** to this report for reference and includes changes made to the work programme since the Committee last considered the document³

3.2 Where appropriate, items may be added to the Committee’s forward work programme during the municipal year. Requests for additional matters to be considered for inclusion on the work programme can be submitted via the Members Request Form for an item to be considered for Scrutiny. Requests are initially considered by the Scrutiny Chairs and Vice-chairs Forum, using the following criteria:

- the Council’s strategic objectives and priorities (as outlined in the Council Plan)
- the ability of the Committee to have influence and/or add value on the subject (A Scrutiny Test of Significance Form will be completed).

7. Impact assessments

7.1. Has an impact assessment (equality considerations, the socio-economic duty, Welsh language) been undertaken?

☐ Yes

☒ No

If not, please explain why: Not applicable.

7.2. Potential impacts on opportunities to use Welsh and not treating the language less favourably than English

Not applicable for this overarching issue but will be considered as an integral part of preparing for specific proposals to be submitted for consideration by the Committee.

7.3. Possible impacts on groups protected under the Equality Act 2010

Not applicable.

³ Meeting of the Corporate Scrutiny Committee convened on 15th September, 2026

7.4. Possible impacts on those experiencing socio-economic disadvantage (strategic decisions)

Not applicable.

7.5. Potential impact on the Council's Net Zero Carbon target

Positive / Neutral / Negative and how
Not applicable.

8. Financial implications

Not applicable.

9. Appendices

Corporate Scrutiny Committee Forward Work Programme 2026/27

10. Report author and background papers

Elin Allsopp, Scrutiny Officer, Isle of Anglesey, Council Offices, Llangefni, LL77 7TW

ITEMS SCHEDULED FOR SCRUTINY

Period: May 2026 to April 2027

Version dated: 05/10/26

Note for Stakeholders and the Public:

A [Protocol for Public Speaking at Scrutiny Committees](#) has been published by the Council.

Should you wish to speak on any specific item at a Scrutiny Committee then you should register your interest by submitting a written request using the form available as soon as possible and at least 3 clear working days prior to the specific Committee meeting. You can access information about the meeting and which items being discussed by reading this Forward Work Programme. Contact the Scrutiny Team if you have any queries [sgrwtiniscrutiny@ynysmon.llyw.cymru]

May 2026

Corporate Scrutiny Committee	Partnership and Regeneration Scrutiny Committee
May, 2026 (12/05/2026)	May, 2026 (12/05/2026)
Election of Chair: 2026/27	Election of Chair: 2026/27
Election of Vice-chair: 2026/27	Election of Vice-chair: 2026/27

June 2026

Corporate Scrutiny Committee	Partnership and Regeneration Scrutiny Committee
June, 2026 (10/06/2026)-Q4	June, 2026 (09/06/2026)-Education / Welsh Language
Performance Monitoring: Corporate Scorecard Qtr4: 2025/26	Welsh Language:

	• Annual Report on the Welsh Standards: 2025/26 • Welsh in Education Strategic Plan 2022-2032: Measure Progress→2025/26
Annual Delivery Plan: 2026/27	ALN and Inclusion Report 2025/26-measure progress
Care Inspectorate Wales	Item for Information: Ambition North Wales Qtr 4: 2025/26 Progress Report
Committee Forward Work Programme for 2026/27	Committee Forward Work Programme for 2026/27

July 2026

Corporate Scrutiny Committee	Partnership and Regeneration Scrutiny Committee
No meeting scheduled	July, 2026 (14/07/2026)
	Natural Resources Wales
	Tackling Poverty Strategic Plan
	Committee Forward Work Programme for 2026/27

September 2026

Corporate Scrutiny Committee	Partnership and Regeneration Scrutiny Committee
September, 2026 (16/09/2026) – Q1	September, 2026 (15/09/2026) -Special Meeting
Performance Monitoring: Corporate Scorecard Q1: 2026/27	Report following consultation on the Visitor Levy
Vacant Housing Strategy 2023-2028-measure progress	Bus Franchising Report
Strategic Asset Management (Housing) Plan 2024-2029-measure progress	Waste Collection and Recycling Scrutiny Pre-decision
Committee Forward Work Programme for 2026/27	

	September, 2026 (28/09/26)
	Betsi Cadwaladr University Health Board
	Committee Forward Work Programme for 2026/27

October 2026

Corporate Scrutiny Committee	Partnership and Regeneration Scrutiny Committee
October, 2026 (14/10/2026)	October, 2026 (13/10/2026)
Regional Emergency Planning Service Annual Report: 2025/26	North Wales Fire and Rescue
Social Services Scrutiny Panel Progress Report	Gwynedd & Ynys Môn Community Safety Partnership Annual Report: 2025/26
Annual Report North Wales Regional Partnership Board (Part 9): 2025/26	Item for Information: Ambition North Wales: Qtr 1: 2026/27 Progress Report
Committee Forward Work Programme for 2026/27	Committee Forward Work Programme for 2026/27

November 2026

Corporate Scrutiny Committee	Partnership and Regeneration Scrutiny Committee
November, 2026 (11/11/2026) – Q2	November, 2026 (10/11/2026)
Monitoring Performance: Corporate Scorecard Q2: 2026/27	Levelling Up Fund, Local Growth Fund and SPF Report
Self-Assessment, Performance and Wellbeing Report 2025/26	ALN & Inclusion Service-measure progress
Corporate Safeguarding	Education Scrutiny Panel Progress Report
Committee Forward Work Programme for 2026/27	Committee Forward Work Programme for 2026/27

January 2027

Corporate Scrutiny Committee	Partnership and Regeneration Scrutiny Committee
January, 2027 (19/01/2027) – 2027/28 Budget	January, 2027 (20/01/2027)
2027/28 Budget Setting (Revenue Budget) – initial budget proposals	Gwynedd and Ynys Môn Public Services Board: • Annual Report 2025/26 • Governance arrangements / scrutiny of delivery of the Wellbeing Plan
Resources Scrutiny Panel Progress Report	Towards Zero Net Strategic Plan 2026-2031- measure progress Housing Services Energy Targets
	Item for Information: Ambition North Wales Qtr 2: 2026/27 Progress Report
Committee Forward Work Programme for 2026/27	Committee Forward Work Programme for 2026/27

February 2027

Corporate Scrutiny Committee	Partnership and Regeneration Scrutiny Committee
February, 2027 (17/02/2027) – 2027/28 Budget	February, 2027 (16/02/2027)
Final Draft Budget Proposals for 2027/28 – revenue & capital	Ynys Môn Free Port – measure progress
Resources Scrutiny Panel Progress Report	Gypsy and Traveler Accommodation Action Plan
Committee Forward Work Programme for 2026/27	Committee Forward Work Programme for 2026/27

March 2027

Corporate Scrutiny Committee	Partnership and Regeneration Scrutiny Committee
March, 2027 (10/03/2027) – Q3	March, 2027 (09/03/2027)
Monitoring Performance: Corporate Scorecard Q3: 2026/27	Grŵp Llandrillo Menai
Housing Assistance Grant Strategy 2027-2031	ALN & Inclusion Service-measure progress
Annual Report on Equalities: 2025/26	Item for Information - Ambition North Wales Qtr 3: 2026/27 Progress Report
Committee Forward Work Programme for 2026/27	Committee Forward Work Programme for 2026/27

April 2027

Corporate Scrutiny Committee	Partnership and Regeneration Scrutiny Committee
No meeting scheduled	No meeting scheduled

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