Public Document Pack

Mr Dylan Williams
Prif Weithredwr – Chief Executive

CYNGOR SIR YNYS MÔN
ISLE OF ANGLESEY COUNTY COUNCIL
Swyddfeydd y Cyngor - Council Offices
LLANGEFNI
Ynys Môn - Anglesey
LL77 7TW

Ffôn / tel (01248) 752500
Ffacs / fax (01248) 750839

RHYBUDD O GYFARFOD		NOTICE OF MEETING
PWYLLGOR GWAITH		**THE EXECUTIVE**
DYDD MAWRTH 22 MEDI 2026 10.00 o'r gloch		**TUESDAY 22 SEPTEMBER 2026 10.00 am**
YSTAFELL BWYLLGOR, SWYDDFEYDD Y CYNGOR AC YN RHITHIOL DRWY ZOOM		**COMMITTEE ROOM, COUNCIL OFFICES AND VIRTUALLY VIA ZOOM**
Swyddog Pwyllgor	**Ann Holmes 01248 752518**	Committee Officer

AELODAU/MEMBERS

Plaid Cymru/The Party of Wales

Neville Evans, Carwyn E Jones, Dyfed Wyn Jones, Gary Pritchard, Alun Roberts, Nicola Roberts, Robin Wyn Williams

Y Grŵp Annibynnol/The Independent Group

Dafydd Roberts, Ieuan Williams

COPI ER GWYBODAETH / COPY FOR INFORMATION

I Aelodau'r Cyngor Sir / To the Members of the County Council

Bydd aelod sydd ddim ar y Pwyllgor Gwaith yn cael gwahoddiad i'r cyfarfod i siarad (ond nid i bleidleisio) os ydy o/hi wedi gofyn am gael rhoddi eitem ar y rhaglen dan Reolau Gweithdrefn y Pwyllgor Gwaith. Efallai bydd y Pwyllgor Gwaith yn ystyried ceisiadau gan aelodau sydd ddim ar y Pwyllgor Gwaith i siarad ar faterion eraill.

A non-Executive member will be invited to the meeting and may speak (but not vote) during the meeting, if he/she has requested the item to be placed on the agenda under the Executive Procedure Rules. Requests by non-Executive members to speak on other matters may be considered at the discretion of The Executive.

Please note that meetings of the Committee are streamed for live and subsequent broadcast on the Council's website. The Authority is a Data Controller under the Data Protection Act and data collected during this live stream will be retained in accordance with the Authority's published policy.

A G E N D A

1. **APOLOGIES**

2 **DECLARATION OF INTEREST**

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

3 **URGENT MATTERS CERTIFIED BY THE CHIEF EXECUTIVE OR HIS APPOINTED OFFICER**

No urgent matters at the time of dispatch of this agenda.

4 **MINUTES** (Pages 1 - 8)

To submit for confirmation, the draft minutes of the meeting of the Executive held on 21 July 2026.

5 **THE EXECUTIVE'S FORWARD WORK PROGRAMME** (Pages 9 - 18)

To submit the report of the Head of Democratic Services.

6 **SCORECARD MONITORING REPORT - QUARTER 1, 2026/27** (Pages 19 - 36)

To submit the report of the Head of Digital, Performance and Modernisation.

7 **DRAFT SELF-ASSESSMENT & PERFORMANCE (WELLBEING) 2025/26** (Pages 37 - 92)

To submit the report of the Head of Digital, Performance and Modernisation

8 **REVENUE BUDGET MONITORING - QUARTER 1, 2026/27** (Pages 93 - 116)

To submit the report of the Director of Function (Resources)/Section 151 Officer.

9 **CAPITAL BUDGET MONITORING – QUARTER 1, 2026/27** (Pages 117 - 130)

To submit the report of the Director of Function (Resources)/Section 151 Officer.

10 **HOUSING REVENUE ACCOUNT BUDGET MONITORING – QUARTER 1, 2026/27** (Pages 131 - 138)

To submit the report of the Director of Function (Resources)/Section 151 Officer.

11 **ANNUAL TREASURY MANAGEMENT REVIEW 2025/26** (Pages 139 - 158)

To submit the report of the Director of Function (Resources)/Section 151 Officer.

12 **MEDIUM TERM FINANCIAL PLAN 2027/28 - 2029/30** (Pages 159 - 188)

To submit the report of the Director of Function (Resources)/Section 151 Officer.

13 **DECISION ON THE ADOPTION OF THE PROPOSED VISITOR LEVY ON ANGLESEY** (Pages 189 - 342)

To submit the report of the Head of Regulation and Economic Development.

14 **CHANGE TO RECYCLING AND WASTE COLLECTIONS** (Pages 343 - 396)

To submit the report of the Head of Highways, Waste and Property.

This page is intentionally left blank

THE EXECUTIVE

Minutes of the meeting held in the Committee Room and virtually on Zoom on 21 July 2026

PRESENT:	Councillor Gary Pritchard (Leader) (Chair) Councillors Neville Evans, Carwyn Jones, Alun Roberts, Dafydd Roberts, Nicola Roberts, Ieuan Williams, Robin Williams.
IN ATTENDANCE:	Chief Executive Deputy Chief Executive Director of Function (Resources)/Section 151 Officer Director of Function (Council Business)/Monitoring Officer Director of Education, Skills, and Young People Director of Social Services Head of Digital, Performance and Modernisation Head of Democratic Services Chief Economic Development Officer (TJ) Committee Officer (ATH) Webcasting Officer (FT)
APOLOGIES:	Councillor Dyfed Wyn Jones
ALSO PRESENT:	Councillors Glyn Haynes, Kenneth Hughes, R. Llewelyn Jones.

1. APOLOGIES

The apology for absence was noted.

2. DECLARATION OF INTEREST

No declaration of interest was received.

3. URGENT MATTERS CERTIFIED BY THE CHIEF EXECUTIVE OR HIS APPOINTED OFFICER

None to report.

4. MINUTES

The minutes of the previous meeting of the Executive held on 16 June 2026 were presented for confirmation.

It was resolved that the minutes of the previous meeting of the Executive held on 16 June 2026 be confirmed as correct.

5. THE EXECUTIVE'S FORWARD WORK PROGRAMME

The report of the Head of Democratic Services incorporating the Executive's Forward Work Programme for the period from August 2026 to March 2027 was presented for confirmation.

The Head of Democracy updated the Executive on the following changes to the Forward Work Programme –

- 22 September 2026 meeting
    - Treasury Management Annual Review 2025/26 - added as a new item
- 21 March 2027 meeting
    - Corporate Scorecard Quarter 3 2026/27 – added as a new item
- Changes since publication of the programme
    - Housing Support Grant Strategy 2027-2031- to be added to the 21 March 2027 meeting
    - Article 4 Direction: Proposed Way Forward for the Isle of Anglesey – to be confirmed for the 20 October 2026 meeting.
    - Bus Franchise – to be confirmed for the 22 September 2026 or 20 October 2026 meeting

It was resolved to confirm the Executive's updated Forward Work Programme for the period August 2026 to March 2027 with the changes outlined at the meeting.

6. CAPITAL OUTTURN 2025/26

The report of the Director of Function (Resources)/Section 151 Officer setting out the draft outturn position of the capital programme for 2025/26 was presented for the Executive's consideration.

Councillor Robin Williams, Deputy Leader and Portfolio Member for Finance, Corporate Business and Customer Experience presented the report noting that the capital programme for 2025/26 totalled £70.648m, which includes funding of £3.704m received in the final quarter that the Executive is being asked to formally approve for addition to the budget. A total of £54.552m or 77% of the available budget, was spent on 98 different projects across a range of services. When schemes not directly delivered by the Council are excluded, the proportion spent increases to 80%. The total underspend was £15.986m which is not unexpected given the large number of complex projects in the programme. All external funding not incurred has been secured and will be available to fund the carried forward slippage.

The Director of Function (Resources)/Section 151 Officer reported that the audit of accounts is underway and the figures may therefore change. The capital budget outturn feeds into the treasury management strategy review for 2025/26 which will be presented to the Executive in September 2026 and subsequently to the Full Council.

It was resolved –

- **To note the draft outturn position of the capital programme for 2025/26, subject to audit.**
- **To approve the addition of £3.704m to the 2025/26 budget as a result of additional funding received during the final quarter, which brings the final budget for 2025/26 to £70.648m.**
- **To approve the carry forward of £8.949m of expenditure and the associated funding to the 2026/27 budget. The revised budget for 2026/27 is £63.033m.**

7. HOUSING REVENUE ACCOUNT BUDGET MONITORING – QUARTER 4 2025/6

The report of the Director of Function (Resources)/Section 151 Officer setting out the financial performance of the Housing Revenue Account (HRA) for 2025/26 was presented for the Executive's consideration.

Councillor Robin Williams, Deputy Leader and Portfolio Member for Finance, Corporate Business and Customer Experience presented the report noting that the HRA revenue budget was set with a budgeted surplus of £6,291k.The gross capital budget for 2025/26 after in year adjustments, was £26,914k. Grant funding of £10,783k reduced the net capital budget to £16,131k. Together, the revenue and adjusted capital budgets gave a planned deficit of £9,840k, with £6,820k to be funded from the HRA reserve, and £3,019k from external borrowing.

The HRA performed better than budgeted, ending the year with a revenue surplus £1.731k higher than planned. Capital expenditure totalled £25,114k, £1,800k below budget due to the reasons set out in section 9 of the report, and appendices B and C. The combined revenue and capital position produced a deficit of £4.914k, £1,907k less than anticipated. This was fully funded from the HRA reserve and no external borrowing was required in 2025/26.

The opening balance of the HRA reserve was £7,976k.The budget allowed for the use of £6,820k of this balance, leaving a minimum level of reserve balance of £1,155k in line with the HRA Business Plan. The closing balance of the HRA reserve was £3,062k.

The Director of Function (Resources)/Section 151 Officer reported that borrowing is likely to be required in 2026/27 and this will feed into the updated 30 year HRA Business Plan to be presented to the Executive. He noted that the HRA financial position is tightening, meaning that the level of investment for maintaining the housing stock to WHQS standards, as well as developing new housing, will need to be reviewed.

Councillor Carwyn Jones, Portfolio Member for Housing and Community Safety said that he had recently visited two of the Council's new housing developments in Holyhead and Newbrough and was very pleased with the quality of the schemes. He also highlighted the Council's work in bringing empty properties back into use and its ongoing programme of housing upgrades, all of which support local contractors and contribute to the local economy. He expressed hope for continued Welsh Government support to sustain the Council's housing investment programme.

The Executive noted an upcoming meeting with the new Welsh Government administration to discuss the challenges facing the Council in relation to housing, including the implications of rent policy and the rent cap, and looked forward to that discussion.

It was resolved to note the following –

- **The position set out in respect of the financial performance of the Housing Revenue Account (HRA) for Quarter 4 2025/26.**
- **The outturn for 2025/26.**

8. DRAFT FINAL ACCOUNTS 2025/26 AND USE OF RESERVES AND BALANCES

The report of the Director of Function (Resources)/Section 151 Officer incorporating the main financial statements for the 2025/26 financial year was presented for the Executive's consideration. It included the Comprehensive draft Income and Expenditure Statement, draft

Balance Sheet along with a summary of the Council's general balances, earmarked reserves, school balances and the HRA reserve.

Councillor Robin Williams, Deputy Leader and Portfolio Member for Finance, Corporate Business and Customer Experience presented the report, noting that the Council's draft unaudited accounts for 2025/26 were produced and signed by the Section 151 Officer by 30 June 2026. Although the statutory deadline is 31 May, Welsh Government and Audit Wales have recognised that this was not achievable for the 2025/26 financial year and have extended the timetable to 30 June 2026, with the final audited accounts to be published by 30 September. The draft accounts are now with the auditors.

The Director of Function (Resources)/Section 151 Officer recorded his thanks to the Finance Team for completing the draft accounts by 30 June. The draft accounts have been published on the Council's website and will be available for public inspection, with a statutory notice to be issued. The aim is to complete the audit and sign off the accounts by 30 September 2026 subject to no local or national issues arising. He noted that the report also sets out proposed uses of reserves for 2026/27 including releasing £2.373m of general balances for the areas listed in table 9 of the report. This would still leave remaining balances of £15.590m (7.54% of the 2026/27 net revenue budget) which is considered a healthy level and provides adequate cover for any potential future funding risks faced by the Council.

Executive members echoed the thanks to the Finance Service team for their work on the accounts. The Executive also noted the importance of maintaining sound general balances and reserves as budgets continue to tighten and welcomed the Council's healthy financial position as work begins on developing the 2027/28 budget.

It was resolved –

- **To note the draft unaudited financial statements for the financial year 2025/26. (The full draft Statement of Accounts 2025/26 is published on https://www.anglesey.gov.wales/documents/Docs-en/Finance/Statement-of-Accounts/2025-2026/draft-statement-of-accounts-2025-to-2026.pdf?nocache=1)**
- **To note the position of the Council's general balances as at 31 March 2026 of £19.037m.**
- **To note the balance of earmarked reserves of £24.434m and approve the creation of £0.510m of new earmarked reserves.**
- **To formally approve the transfer of £0.716m of earmarked reserves back to the Council's general balances.**
- **To note the balance of school reserves of £4.327m.**
- **To note the balance of the Housing Revenue Account (HRA) reserve of £3.063m.**
- **To approve the use of £2.373m of general balances and earmarked reserves for the purposes set out in Table 9 of the report.**

9. PANEL PERFORMANCE ASSESSMENT (PPA) – FINAL REPORT AND COUNCIL RESPONSE

The report of the Chief Executive setting out the findings of a Panel Performance Assessment (PPA) of the Council was presented for the Executive's consideration.

Councillor Robin Williams, Deputy Leader and Portfolio Member for Finance, Corporate Business and Customer Experience presented the report, noting that the Panel Performance

Assessment was conducted in November 2025 under the Local Government and Elections (Wales) Act 2021 with the final report issued in February 2026. The assessment examined the Council's arrangements for delivering the Council Plan's strategic objectives and evaluated how effectively it is working with communities and partners to achieve those objectives.

Councillor Robin Williams reported that the Panel concluded that the Council is exercising its functions in line with the performance duties outlined in the Act, and demonstrates sound governance, constructive member-officer relationships and a clear trajectory of improvement since 2018. The Council accepts all eight recommendations and has developed a high level action plan in line with WLGA guidance. Progress will be monitored through the Council's existing performance management arrangements .The PPA report was presented to the Governance and Audit Committee on 25 June 2026, where it was positively received and the action plan endorsed.

He highlighted that in undertaking the assessment the panel conducted a desktop review of the Council's documents, data, external reports and other relevant intelligence and conducted a series of individual meetings and focus groups with a range of internal and external stakeholders. He thanked everyone who took part in the assessment.

The Chief Executive reported that the Panel's finding that the Council is meeting its duties under the Act provides important assurance not only to the Council, but to the island's taxpayers and communities. He emphasised that the positive conclusions regarding governance and member-officer relationships are particularly significant, and that the report also represents external endorsement of staff commitment. The Panel also noted that the Council has forged strong partnerships, especially with the voluntary sector, that it has a robust Council Plan that is well recognised internally and externally and a clear sense of organisational identity. Although the assessment reflects a point in time, he stressed that the key issue is that solid foundations are in place and that the Council recognises and responds to ongoing changes collaboratively, in accordance with its role as a partnership organisation.

He confirmed that he was very pleased with the findings and that the Council has good reason to be proud of its arrangements and its staff.

The Chair said that he and the Chief Executive had held constructive sessions with staff to share the PPA findings, thank them for their work and provide an opportunity to ask questions about the report, its recommendations and the Council's next steps.

In response to a question on how implementation of the recommendations would be monitored, the Chief Executive explained that they will be incorporated into the Council's day to day operations rather than treated as a standalone project. The Leadership and Management Teams will support officers, and portfolio members will receive updates on relevant areas, with updates also provided to the Executive informally. The recommendations will also be incorporated into the annual improvement plan and reported to the Improvement Board. He added that a members' briefing session could be arranged and a written update issued to participating stakeholders and the WLGA.

The Chair noted that as the Act requires the Council to undertake a PPA once every electoral cycle, the next assessment to be conducted after the 2027 local government election will review and confirm implementation of the current recommendations.

It was resolved to accept the Action Plan setting out the Council's response to the eight recommendations as detailed in Appendix 2 of the report.

10. RESILIENCE OF THE MENAI CROSSING

The report of the Head of Regulation and Economic Development setting out the case for a third Menai crossing was presented for the Executive's consideration.

Councillor Gary Pritchard, Leader and Portfolio Member for Economic Development presented the report noting that its purpose is to raise wider awareness of concerns regarding the resilience of the Menai crossings. The report builds on two earlier papers from 2023 and 2024 which also highlighted serious reservations about the reliability of the crossings. He referred to the frustrations caused by frequent bridge closures and the resulting congestion which disrupts daily life for residents and visitors, including missed appointments, delays getting to work and long queues. He said that the frustration felt by elected members and the Council cannot be overstated, particularly since the sudden closure of the Menai Suspension Bridge in October 2022.

It is proposed that the report be shared with public and private sector partners to set out a clear position on the need for a detailed examination of the crossings' resilience, both for the benefit of the locality and in support of the wider economy and major forthcoming investments such as the Freeport and Wylfa SMR.

Councillor Ieuan Willams, Portfolio Member for Highways, Waste and Climate Change highlighted the efforts the Council has made and continues to make to bring this matter to the forefront. He referred to the opening quotation in the report from Welsh Government, which states that the people of Anglesey and North Wales have been let down for too long regarding the resilience of the Menai crossings. He said it is the Executive's role to hold the new Welsh Government to its commitment to act with greater urgency and focus.

Councillor Robin Williams, speaking as a local member reiterated the frustrations felt by residents and businesses locally about longstanding congestion, which is exacerbated when the Menai Bridge closes at short or no notice, causing numerous problems. He stressed that the bridges were not designed to cope with today's traffic volumes and that resilience is the key issue, given there are no alternative routes on or off the island. He expressed the hope that Welsh Government would honour the strategic outline case made in 2016 for a third crossing, which he described as the only viable option.

Councillor Carwyn Jones noted that calls for a third crossing have been made for many years and that repeated bridge closures, particularly during the Urdd Eisteddfod week in May have further elevated the issue. This is compounded by ongoing remedial works since 2022.

The Chief Executive commented that although the Council's message has remained consistent, the resilience of the crossings has reduced, with closures and their associated problems becoming more frequent. He emphasised that the two bridges are essential infrastructure for Anglesey as an island, for its economy, its visitors and the daily life of residents. He particularly highlighted the importance of reliable, accessible crossings in emergencies, making improved resilience critical. He added that both Welsh and UK governments must identify a solution and secure funding for this essential infrastructure.

It was resolved –

- **To raise awareness and the profile of the report by sharing it with all regional stakeholders (public sector – North Wales Police, Betsi Cadwaladr University Health Board etc) and private sector partners.**

- **To share the report with UK Government's Secretary of State for Wales and Welsh Government's Cabinet Minister for Enterprise, Connectivity and Energy and the Deputy Minister for Transport.**
- **To arrange a meeting with the above ministers to discuss a collaborative approach to the issue of the Menai Crossing, agree governance structures and a proposed timetable for next steps and ensure progress.**

Councillor Gary Pritchard
Chair

This page is intentionally left blank

V2. 2025/07

Isle of Anglesey County Council

Report to:	The Executive
Date:	22 September 2026
Subject:	The Executive's Forward Work Programme
Portfolio holder(s):	Cllr Gary Pritchard
Head of service / director:	Lynn Ball, Director of Function – Council Business / Monitoring Officer
Report author:	Dyfan Sion, Head of Democratic Services
Local members:	Not applicable

A – Recommendation(s) and reasons

In accordance with its Constitution, the Council is required to publish a forward work programme and to update it regularly. The Executive's Forward Work Programme is published each month to enable both members of the Council and the public to see what key decisions are likely to be taken over the coming months.

The Executive is requested to:

- confirm the attached updated work programme which covers **October 2026 – May 2027**
- identify any matters for specific input and consultation with the Council's Scrutiny Committees
- note that the forward work programme is updated monthly and submitted as a standing monthly item to the Executive

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

-

C – Why is this a decision for the Executive?

The approval of the Executive is sought before each update is published to strengthen accountability and forward planning arrangements.

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

Yes

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

Not applicable

Dd – Assessment of potential impacts (if relevant)

1. How does this decision affect our long-term needs as an island?

Not applicable

2. Is this a decision that is anticipated to prevent future costs/dependencies on the Council? If so, how?

Not applicable

3. Have we collaborated with other organisations to come to this decision? If so, with whom?

Not applicable

4. Have the citizens of Anglesey played a part in drafting this way forward, including those directly affected by the decision? Explain how.

Not applicable

5. Note any potential impact this decision would have on the protected groups under the Equality Act 2010.

Not applicable

6. If this is a strategic decision, note any potential impacts the decision would have on those experiencing socio-economic disadvantage.

Not applicable

7. Please note any potential effects that this decision would have on opportunities for people to use Welsh and not treat the language less favourably than English.

Not applicable

E – Who did you consult with and what were their comments?

1. Chief Executive / Leadership Team (mandatory)	The forward work programme is discussed monthly at Leadership Team meetings.
2. Finance / 151 Officer	See above
3. Legal / Monitoring Officer (mandatory)	See above
4. HR	
5. Property	
6. IT	
7. Procurement	

8. Scrutiny	Under normal circumstances, monthly joint discussions take place on the work programmes of the Executive and the two Scrutiny Committees, to ensure alignment.
9. Local members	Not relevant

F – Appendices

The Executive’s forward work programme: October 2026 – May 2027

Ff – Background papers (contact the report author for more information)

CYNGOR SIR YNYS MÔN ISLE OF ANGLESEY COUNTY COUNCIL

Isle of Anglesey County Council

The Executive's Forward Work Programme

Period: October 2026 – May 2027

This forward work programme lists all the decisions that the Executive intends to take and what business the scrutiny committees will be considering as well as when those matters will be discussed. It also lists any recommendations the Executive intends to make regarding decisions which must be made by the full Council.

Page 12

Executive decisions may be taken by the Executive as a collective body or by individual members of the Executive acting under delegated powers.

The forward work programme is reviewed on a regular basis and monthly updates are published. The fact that a decision has not been included in the forward work programme does not prevent urgent or unforeseen matters being considered.

Mae'r ddogfen hon hefyd ar gael yn Gymraeg / This document is also available in Welsh.

Last updated on 9 September 2026

October 2026

Date of meeting or, if the decision is delegated, publication date	The matter to be considered	Portfolio Member	Date to scrutiny and / or full Council (if relevant)
20.10.26 meeting	The Executive's forward work programme	Cllr Gary Pritchard	
	Article 4 Direction: The proposed way forward on Ynys Môn	Cllr Nicola Roberts	Regeneration and Partnership Scrutiny Committee 13.10.26

November 2026

Date of meeting or, if the decision is delegated, publication date	The matter to be considered	Portfolio Member	Date to scrutiny and / or full Council (if relevant)
17.11.26 meeting	The Executive's forward work programme	Cllr Gary Pritchard	
	Annual Self-Assessment and Performance (Well-being) Report 2025/26	Cllr Robin Williams	Corporate Scrutiny Committee 11.11.26
	Corporate Scorecard – Quarter 2, 2026/27	Cllr Robin Williams	Corporate Scrutiny Committee 11.11.26
	Revenue Budget Monitoring – Quarter 2, 2026/27	Cllr Robin Williams	Resources Scrutiny Panel 05.11.26
	Capital Budget Monitoring – Quarter 2, 2026/27	Cllr Robin Williams	Resources Scrutiny Panel 05.11.26
	Housing Revenue Account Budget Monitoring – Quarter 2, 2026/27	Cllr Robin Williams Cllr Carwyn Jones	Resources Scrutiny Panel 05.11.26
	Council Tax Base 2027/28	Cllr Robin Williams	

December 2026

Date of meeting or, if the decision is delegated, publication date	The matter to be considered	Portfolio Member	Date to scrutiny and / or full Council (if relevant)
15.12.26 meeting	The Executive's forward work programme	Cllr Gary Pritchard	
	Treasury Management Mid-Year Review 2026/27	Cllr Robin Williams	Full Council 04.03.27
	Housing Rents and Service Charges 2027/28	Cllr Carwyn Jones	
	Draft Revenue Budget 2027/28	Cllr Robin Williams	Resources Scrutiny Panel Corporate Scrutiny Committee

January 2027

Date of meeting or, if the decision is delegated, publication date	The matter to be considered	Portfolio Member	Date to scrutiny and / or full Council (if relevant)
26.01.27 meeting	The Executive's forward work programme	Cllr Gary Pritchard	
	Community based non-residential Social Care services – fees and charges 2027/28	Cllr Neville Evans	
	Local Authority residential homes for older people – setting the standard charge for 2027/28	Cllr Neville Evans	
	Independent sector care home fees for 2027/28	Cllr Neville Evans	
	Capital Strategy	Cllr Robin Williams	

Date of meeting or, if the decision is delegated, publication date	The matter to be considered	Portfolio Member	Date to scrutiny and / or full Council (if relevant)
	Local Development Plan – consultation on the preferred strategy	Cllr Nicola Roberts	Partnership and Regeneration Scrutiny Committee 20.01.27

February 2027

Date of meeting or, if the decision is delegated, publication date	The matter to be considered	Portfolio Member	Date to scrutiny and / or full Council (if relevant)
23.02.27 meeting	The Executive's forward work programme	Cllr Gary Pritchard	
	Revenue Budget Monitoring – Quarter 3, 2026/27	Cllr Robin Williams	Resources Scrutiny Panel
	Capital Budget Monitoring – Quarter 3, 2026/27	Cllr Robin Williams	Resources Scrutiny Panel
	Housing Revenue Account Budget Monitoring – Quarter 3, 2026/27	Cllr Robin Williams Cllr Carwyn Jones	Resources Scrutiny Panel
	Treasury Management Strategy Statement 2027/28	Cllr Robin Williams	Full Council 04.03.27
	Fees and Charges 2027/28	Cllr Robin Williams	
	Medium Term Financial Strategy and Budget 2027/28	Cllr Robin Williams	Resources Scrutiny Panel Corporate Scrutiny Committee Full Council 04.03.27
	Capital Budget 2027/28	Cllr Robin Williams	Resources Scrutiny Panel Corporate Scrutiny Committee Full Council 04.03.27

Date of meeting or, if the decision is delegated, publication date	The matter to be considered	Portfolio Member	Date to scrutiny and / or full Council (if relevant)
	Gypsies and Travellers Accommodation Action Plan	Cllr Carwyn Jones	Partnership and Regeneration Scrutiny Committee 16.02.27
	Childcare Sufficiency Assessment	Cllr Dyfed Wyn Jones	Full Council 04.03.27

March 2027

Date of meeting or, if the decision is delegated, publication date	The matter to be considered	Portfolio Member	Date to scrutiny and / or full Council (if relevant)
21.07.26 meeting	The Executive's Forward Work Programme	Cllr Gary Pritchard	
	Corporate Scorecard – Quarter 3, 2026/27	Cllr Robin Williams	Corporate Scrutiny Committee 10.03.27
	Housing Support Grant Strategy 2024-2031	Cllr Carwyn Jones	Corporate Scrutiny Committee 10.03.27

April 2027

Date of meeting or, if the decision is delegated, publication date	The matter to be considered	Portfolio Member	Date to scrutiny and / or full Council (if relevant)
20.04.27 meeting	The Executive's forward work programme	Cllr Gary Pritchard	

May 2027

Date of meeting or, if the decision is delegated, publication date	The matter to be considered	Portfolio Member	Date to scrutiny and / or full Council (if relevant)
May 2027 meeting	The Executive’s forward work programme	Leader of the Council	

This page is intentionally left blank

Isle of Anglesey County Council

Report to:	Executive Committee
Date:	22 September 2026
Subject:	Scorecard Monitoring Report - Quarter 1 (2026/27)
Portfolio holder(s):	Councillor Robin W Williams
Head of service / director:	Huw Ynyr
Report author:	Gwyndaf Parry GwyndafParry@ynysmon.llyw.cymru
Local members:	n/a

A – Recommendation(s) and reasons

1.1 **The Committee is requested to review the Q1 26/27 scorecard and note the areas which the Leadership Team and relevant Services are investigating to deliver further improvements into the future (section 1.3 below).**

1.2 The report highlights some of the positive stories with respect to the quarter 1 performance. Some of these highlights include:

- 90% of jobs advertised by the Council were advertised as Welsh level 3 and above, against a target of 82%
- The percentage of children re-registered on the Child Protection Register within 12 months was 0%, compared to a target of 12%
- 100% of Initial Pathway Plans were completed within timescales, exceeding the 90% target
- Responsive maintenance repairs were completed in an average of 15.6 days, within the 18 day target
- 98.5% of food establishments met food hygiene standards, exceeding the 98% target
- The percentage of waste reused, recycled or composted from Council buildings was 56.57%, exceeding the 47% target
- 100% of streets inspected were clean, exceeding the 98% target

1.3 Areas for improvement are as follows:

1.3.1 Welsh Language – 06) The percentage of Welsh language responses to official consultations – Red at 4.47% against a 6% target. Two consultations were held during Q1, we will continue to monitor responses, with options considered to encourage greater use of the Welsh language response pages.

1.3.2 Social Care and Wellbeing – 02) The percentage of adult protection enquiries completed within statutory timescales – Amber at 85.91% against a 92% target. Performance was affected by a significant increase in adult protection enquiries, rising from 84 in Q1 2025/26 to 220 in Q1 2026/27, additional staff resources has been allocated to manage demand.

1.3.3 Housing – 03) Average number of calendar days to re-let units of accommodation (excluding DTLs) – Amber at 56 days against a 51-day target. Although slightly above target, this is a significant improvement from 89 days in Q1 2025/26.

1.3.4 Economy – 07) Percentage of high-risk food businesses receiving planned inspections – Red at 68% against a 90% target. All Category A and B inspections were completed, but some Category C inspections remained outstanding and will be prioritised during Q2 when more capacity will be available.

1.3.5 Climate Change – 02) Percentage of domestic waste reused, recycled or composted – Red at 63.95% against a 70% target. Performance continues to be below target following the all-Wales change in how waste wood recycling is reported. Options to improve performance will be discussed by committees in September.

1.3.6 Whole Council Health – 11) Percentage of FOI requests responded to within timescale – Amber at 85% against a 90% target. Performance was below the expected compliance level, with 62 late responses.

1.3.7 Whole Council Health – 14) Sickness absence - average working days/shifts lost – Amber at 2.31 days per FTE against a 2.12-day target. Long-term sickness was the main reason, with targeted reviews continuing to support management of absence levels.

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

n/a

C – Why is this a decision for the Executive?

This matter is delegated to the Executive

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

Yes

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

Yes

Dd – Assessment of potential impacts (if relevant)

1. How does this decision affect our long-term needs as an island?

The Corporate Scorecard Report gives a snapshot of the Key Performance Indicator (KPI) performance against the Council Plan's strategic objectives at the end of each quarter.

2. Is this a decision that is anticipated to prevent future costs/dependencies on the Council? If so, how?

Performance of some KPIs could potentially have an impact on future costs however mitigation measures proposed looks to alleviate these pressures.

3. Have we collaborated with other organisations to come to this decision? If so, with whom?

Elements of the work monitored within the Scorecard is undertaken in a collaborative manner with other organisations such as Betsi Cadwaladr University Health Board, Welsh Government, Keep Wales Tidy, Sports Wales, amongst others.

4. Have the citizens of Anglesey played a part in drafting this way forward, including those directly affected by the decision? Explain how.

N/A

5. Note any potential impact this decision would have on the protected groups under the Equality Act 2010.

N/A

6. If this is a strategic decision, note any potential impacts the decision would have on those experiencing socio-economic disadvantage.

N/A

7. Please note any potential effects that this decision would have on opportunities for people to use Welsh and not treat the language less favourably than English.

N/A

E – Who did you consult with and what were their comments?

1. Chief Executive / Leadership Team (mandatory)	This was considered by the Leadership Team and their comments are reflected in the report
2. Finance / 151 Officer	Comments reflected in the report
3. Legal / Monitoring Officer (mandatory)	Comments reflected in the report
4. HR	
5. Property	
6. IT	
7. Procurement	
8. Scrutiny	Was considered by Corporate Scrutiny on the 16/9. The Committee Chairman will feedback in this meeting.
9. Local members	

F – Appendices

Appendix A - Scorecard Report Quarter 1

Ff – Background papers (contact the report author for more information)

- Council Plan 2023-2028
- Scorecard Report Q4 25/26

Corporate Scorecard 2026/27

Quarter 1 report

Prepared by – Digital, Performance and Modernisation Service

Publication date: September 2026

Mae’r ddogfen hon ar gael yn y Gymraeg / This document is available in Welsh

1. Introduction

1.1 The Council Plan 2023-28 identifies six strategic objectives and sets out the key actions and commitments for the next five years.

Welsh Language	Social Care and Wellbeing	Education	Housing	Economy	Climate Change

Council Plan 2023 to 2028

1.2 This scorecard monitoring report for 2025/26 is used to monitor the performance of our Key Performance Indicators (KPIs) in delivering the council's day to day activities that underpin the delivery of the Council Plan.

1.3 Some KPIs are new (indicated by an [N] in the titles), some currently do not have targets (indicated with a grey coloured box) and are there to set a baseline, and many do not have data available until later in the year (again coloured in grey until they are available). Trends will be monitored from Q2 during 2026/27 with the aim of setting targets in 2027/28 where appropriate.

1.4 It provides the evidence to enable the Council to monitor its performance and to be data informed when identifying any mitigating actions agreed by the Leadership Team to drive and secure performance improvements into the future.

1.5 The results within the scorecard are all cumulative and as such a trend column will be made available from Q2 to inform the performance trends from quarter to quarter.

1.6 The RAG status for each section of the scorecard, with the exception of financial management which is done from a professional opinion perspective, can be found below:

- Red - more than 10% below target and/or needing significant intervention
- Amber - between 5% & 10% below target and/or requiring some intervention
- Yellow - within 5% of target
- Green - on or above target

2. Overview

2.1 The majority (86%) of the indicators with targets monitored during the quarter performed well against targets (Green or Yellow RAG).

2.2 Seven indicators are currently Red or Amber against targets. They are:

2.2.1 Welsh Language – 06) The percentage of Welsh language responses to official consultations – RED - 4.47%, Target - 6%

Two consultations and engagements were undertaken during Q1, with 4.47% of responses received through the Welsh language version against a target of 6%. 37 responded via the Welsh survey out of 875 responses to the 'Dog Control on Anglesey' consultation and 7 responded out of the 109 responses to the 'Amlwch Leisure Centre fitness room engagement'. Performance is therefore Red for the quarter. The percentage is based on the language version used to complete the response, rather than the language used in individual free-text answers.

Welsh language response levels will continue to be monitored during the year, and options to encourage and increase responses through the Welsh language version will be considered where possible. The fact that some residents choose not to respond in Welsh should not be taken as evidence that they do not speak Welsh or value Welsh language services.

2.2.2 Social Care and Wellbeing – 02) The percentage of adult protection enquiries completed within statutory timescales – AMBER - 85.91%, Target - 92%

Q1 performance was 85.91%, below the 92% target and lower than the 96.34% reported in Q1 2025/26. This follows a substantial increase in adult protection enquiries, which rose from 84 in Q1 2025/26 to 220 in Q1 2026/27. The increase in demand has affected the service’s ability to complete all enquiries within statutory timescales. Staff resources have been allocated to help manage the increased demand, with timely review and closure of enquiries remaining a priority.

2.2.3 Housing – 03) Average number of calendar days to re-let units of accommodation (excluding DTLs) – AMBER - 56 days, Target - 51 days

Q1 performance was 56 days against a target of 51 days. Performance is therefore Amber, but this represents a significant improvement from the 89 days reported in Q1 2025/26. The average re-let time can be affected by the condition of properties when they become vacant, the level of repair or compliance work required before they can be re-let, and delays in regaining possession following tenancy endings. The service will continue to monitor performance for this indicator.

2.2.4 Economy – 07) Percentage of high-risk food businesses receiving planned inspections – RED - 68%, Target - 90%
Q1 performance was 68% against a target of 90%, and is therefore Red. This compares with 85.42% in Q1 2025/26. All of the highest priority inspections due in Q1 were completed, including all Category A and B premises, with 11 of the 19 Category C inspections also completed. These categories are used to prioritise inspections according to food hygiene risk, with Category A and B premises requiring more frequent inspection.

The lower overall percentage is due to some planned Category C inspections remaining outstanding at the end of the quarter. The service also completed a significant amount of additional food hygiene inspection work during Q1, including inspections of lower-risk, unrated and new food businesses, resulting in 90 inspections overall. This work was prioritised to ensure that new and unrated premises were brought into the inspection programme at the earliest opportunity. Officer resources were also redirected during the quarter to respond to a Food Standards Agency audit. Outstanding Category C inspections will be prioritised for completion during Q2.

2.2.5 Climate Change – 02) Percentage of domestic waste reused, recycled or composted – RED - 63.95%, Target - 70%

Q1 recycling performance was 63.95%, slightly above the revised 63.88% figure for Q1 2025/26. The previously reported Q1 2025/26 figure was 66.41%, but this has been restated following an all-Wales change in the way waste wood recycling is reported. Natural Resources Wales advised councils to apply site-based apportionment factors where there was insufficient robust evidence that all wood previously reported as recycled had reached recycling end destinations. This means that only a smaller proportion of wood tonnage can now be counted as recycled, with the remainder treated as process loss or other recovery. The change has reduced reported recycling performance across Wales, including Ynys Môn.

Despite this, the recycling rate has improved slightly compared with the revised figure for the same period last year, while reuse at recycling sites continues to increase. Overall, performance remains broadly similar to the previous year, and the service continues to work towards achieving the annual target.

Following the recent consultation, proposals for future waste collection arrangements will be presented to the relevant committees during September.

2.2.6 Whole Council Health – 11) Percentage of FOI requests responded to within timescale – AMBER - 85%, Target - 90%

Q1 compliance was reported as 85% of FOI/EIR responses completed within 20 working days, down from 92% in Q4 2025/26 and below the ICO expected compliance level of 90%. The report recorded 62 late responses. The reduction in performance is mainly due to a small number of service areas with lower compliance rates, including some areas where compliance has reduced since the previous quarter. The Data Protection Officer will meet with the relevant senior officers to discuss the reasons for the lower compliance and to agree any actions required.

2.2.7 Whole Council Health – 14) Sickness absence - average working days/shifts lost – AMBER – 2.3 Days per FTE, Target – 2.12 Days per FTE

Q1 sickness absence averaged 2.31 working days/shifts lost per FTE, above the target of 2.12. Long-term sickness was the main pressure, accounting for 1.66 days per FTE compared with 0.65 days per FTE for short-term sickness. The main reasons for absence were anxiety, stress and depression, post-operation or hospital treatment and other longer-term health conditions. Existing work will continue, with targeted reviews undertaken on long-term absence to identify underlying causes and support ongoing efforts to manage absence levels.

2.3 Some examples of the good performance seen during the quarter include:

2.3.1 90% of jobs advertised by the Council were advertised as Welsh level 3 and above, against a target of 82%
2.3.2 The percentage of children re-registered on the Child Protection Register within 12 months was 0%, compared to a target of 12%
2.3.3 100% of Initial Pathway Plans were completed within timescales, exceeding the 90% target
2.3.4 Responsive maintenance repairs were completed in an average of 15.6 days, within the 18 day target
2.3.5 98.5% of food establishments met food hygiene standards, exceeding the 98% target
2.3.6 The percentage of waste reused, recycled or composted from Council buildings was 56.57%, exceeding the 47% target
2.3.7 100% of streets inspected were clean, exceeding the 98% target

3. Welsh Language

	Q1	Q1 Target	Q1 RAG	Q1 25/26	Q1 Comments
01) The percentage of jobs advertised by the Council as Welsh level 3 and above [>]	90%	82%	G	85%	196 of 218 vacancies were advertised at Welsh speaking level 3, 4 or 5 (89.91%). The recruitment data covers January–March 2026 to allow for the time between interview and employment.
02) The number of officers receiving Welsh language training [>]	48	50	Y	50	5 staff newly registered on a Welsh language course during Q1
03) The number of complaints suggesting a failure to comply with the Welsh Language Standards [<]	1	2	G	0	
04) The number of complaints that were subject to a statutory investigation by the Welsh Language Commissioner [<]	1	2	G	1	
05) The percentage of visits to Welsh language interface of our main website [>]	7.98%	8%	Y	8.57%	19.5k visits to the Welsh side of the website out of a total of 243k
06) The percentage of Welsh language responses to official consultations [>]	4.47%	6%	R	-	Two consultations and engagements were undertaken during Q1
07) The percentage of followers following the Welsh side of the Council's main social media accounts [>]	22.02%	22%	G	22.87%	6442 followers on Facebook and 4659 followers on X
08) The percentage of year 11 pupils studying Welsh (first language) [>]	66.28%	67%	Y		66.28% of Year 11 pupils studied Welsh as a first language
09) Welsh Language Unit - percentage of children that meet their targeted expectations (immersion) [>]	100%	95%	G		

4. Social Care and Wellbeing

	Q1	Q1 Target	Q1 RAG	Q1 25/26	Q1 Comments
01) Number of adults in receipt of Direct Payments [>]	247	230	G	256	
02) The percentage of adult protection enquiries completed within statutory timescales [>]	85.91%	92%	A	96.34%	Q1 performance was 85.91%, below target following a substantial increase in adult protection enquiries, from 84 in Q1 2025/26 to 220 in Q1 2026/27. Staff resources have been allocated to help manage the increased demand, with timely review and closure of enquiries remaining a priority.
03) The percentage of adults receiving advice and assistance who did not contact the service in the following 6 months [>]	88.80%	86%	G	88.07%	
04) Number of older people aged 65 or over supported in care homes [<]	306	330	G	295	
05) The percentage of carers of adults who received an assessment or review following a request [>]	95.70%	94%	G	98.20%	
06) The average length of time for children remaining on the Child Protection Register [<]	188	250	G	163	
07) Children re-registered on the Child Protection Register within 12 months [<]	0%	12%	G	3.57%	
08) The percentage of referrals of children that are re-referrals within 12 months [<]	6.25%	15%	G	7.69%	
09) The percentage of statutory visits completed in accordance with regulations [>]	90.27%	90%	G	90.61%	
10) The percentage of Initial Pathway Plans completed within timescales [>]	100%	90%	G	100%	
12) Number of participations in Môn Actif activities [>]	135,541	142,500	Y	146,746	Q1 recorded 126,830 leisure-centre and 8,711 community-event participations. Performance was affected by roof works at Holyhead Leisure Centre.
13) Percentage of parents identifying a positive change after the Positive Parenting Programme [>]					

Page 29

5. Education

	Q1	Q1 Target	Q1 RAG	Q1 25/26	Q1 Comments
01) Percentage of pupil attendance in primary schools (termly) [>]	92.70%	95%	Y	93.20%	Primary school pupil attendance was 92.70%
02) Percentage of pupil attendance in secondary schools (termly) [>]	88.10%	90%	Y	88.20%	Secondary school pupil attendance was 88.10%
03) Percentage of Year 11 leavers not in Education, Training or Employment (NEET) [<]					
04) Number of schools in Estyn Follow-up / Statutory Category [<]	1			1	1 school was in an Estyn follow-up or statutory category in Q1.
05) Number of children and young people excluded permanently from school [<]	21	23	G	23	2 children and young people were permanently excluded between April and June. 21 in total for the 2025/26 academic year.
06) Number / proportion of schools with a financial recovery plan [<]	6			6	
09) Average percentage of children's Individual Development Plan (IDP) targets achieved by the target date [>]					
10) Number of Nofio Môn level progressions achieved [>]	632	643	Y	924	

6. Housing

	Q1	Q1 Target	Q1 RAG	Q1 25/26	Q1 Comments
01) Landlord Services: Average number of days to complete responsive maintenance repairs [<]	15.6	18	G	15	
02) Percentage of tenants satisfied with responsive maintenance repairs [>]	80.80%	85%	Y	84%	
03) Average number of calendar days to re-let units of accommodation (excluding DTLs) [<]	56	51	A	89	Q1 performance was slightly above target because some properties required additional repairs and compliance work before re-letting, alongside delays in regaining possession following tenancy endings.
04) Average days to deliver Medium Disabled Facilities Grant adaptations (£1k-10k) [<]	154	205	G	205	
05) Average days to deliver Large Disabled Facilities Grant adaptations (>£10k) [<]	-	221		289	No large adaptions undertaken in Q1
06) Number of new Council homes developed or purchased and returned to Council rent [>]	4	4	G	4	
07) Percentage of current Council tenants more than one month's rent in arrears [N] [<]					
08) Number of empty private properties brought back into use [>]	17	17	G	15	
09) Percentage of households successfully prevented from becoming homeless [>]	100%	90%	G	80%	
10) Number of homelessness applications for assistance (section 62 assessments) [<]	168			117	
11) Number of households in Emergency and Temporary Accommodation [<]	72			79	

7. Economy

	Q1	Q1 Target	Q1 RAG	Q1 25/26	Q1 Comments
01) Percentage of economic development / regeneration grant funding received and implemented [>]	109%			69.87%	Ahead of profile - Budget = £1.65m; expenditure = £1.8m (109%).
02) Expenditure on large infrastructure, economic development and regeneration projects (£) [>]	£1.8m			£1.653m	
03) Percentage of Council business units and commercial space let [>]	99%	95%	G	95%	
05) Percentage of all planning applications determined in time [>]	94.67%	94%	G	93.90%	142 of the 150 planning applications
06) Percentage of planning enforcement cases investigated within 84 days [>]	91.30%	80%	G	86.76%	
07) Percentage of high-risk food businesses receiving planned inspections [>]	68%	90%	R	85.42%	All Category A and B inspections due in Q1 were completed, along with 11 of 19 Category C inspections. Outstanding inspections will be prioritised in Q2.
08) Percentage of food establishments meeting food hygiene standards [>]	98.50%	98%	G	98.66%	
09) Number of SPF interventions supporting pathways to employment [>]	99	99	G	162	Q1 supported 99 employment-pathway interventions, including keyworker support, retraining and participation in education.

8. Climate Change

	Q1	Q1 Target	Q1 RAG	Q1 25/26	Q1 Comments
01) Total carbon emissions from Council buildings (tCO2e) [<]					
02) Percentage of domestic waste reused, recycled or composted [>]	63.95%	70%	R	63.88%	Q1 recycling performance was 63.95%, slightly above 63.88% in Q1 2025/26. This improvement was achieved despite the reduction in timber recycling affecting authorities across Wales. Reuse at recycling sites continues to increase and residual waste has reduced slightly.
03) Percentage of waste reused, recycled or composted from Council buildings [>]	56.57%	47%	G	46%	
04) Percentage of streets that are clean [>]	100.00%	98%	G	100%	
05) Average working days taken to clear fly-tipping incidents [<]	0.05	0.50	G	0.01	
06) Percentage of A roads in poor condition (annual) [<]					
07) Percentage of B roads in poor condition (annual) [<]					
08) Percentage of C roads in poor condition (annual) [<]					
09) Total carbon emissions from Council fleet (tCO2e inc WTT) [<]	157.11	156.00	Y	156.51	
10) Number of schools participating in accredited climate change programmes [>]					
12) Use of public EV charging points operated by the Council (kWh) [>]	69,447			76,786	

9. Whole Council Health

	RAG	Trend	Budget	Actual	Variance (%)	Forcasted Actual	Forcasted Variance (%)
01) Forecasted end of year outturn (Revenue) [<]	G		£205,343,000			£203,956,000	-0.68%
02) Forecasted end of year outturn (Capital) [>]			£72,127,000			£70,543,000	-2.20%
03) Forecasted general balances at end of year [>]						-£17,703,920	
04) Cost of borrowing - % of budgeted revenue expenditure [<]						1.78%	
05) No of Services forecast to overspend by over 5% of their budget [<]						1	
06) % of Council Tax collected (for last 3 years) [>]	Y			96.6%			
07) % of Sundry Debtors collected (for last 3 years) [>]	Y			93.6%			

	Q1	Q1 Target	Q1 RAG	Q1 Comments
08) Total number of stage 2 complaints upheld / partially upheld [<]	5			14 Stage 2 complaints were recorded: 5 upheld or partly upheld and 8 not upheld/not merited.
09) Total % of written responses to stage 2 complaints within 20 days (Corporate) [>]	85.71%	80%	G	12 of 14 Stage 2 complaints received a written response within 20 days (85.71%).
10) Total % of written responses to complaints within 15 days (Social Services) [>]	100%	80%	G	
11) % of FOI requests responded to within timescale [>]	85%	90%	A	Q1 compliance was reported recorded as 258 requests and 62 late responses.
12) Proportion of queries dealt with and closed by Cyswllt Môn (not forwarded to Services) [>]	15%			
13) Number of staff authority wide staff, including teachers and school based staff (FTE)	2,373			
14) Sickness absence - average working days/shifts lost [<]	2.31	2.12	A	Long-term sickness was the main pressure, accounting for 1.66 days per FTE compared with 0.65 days per FTE for short-term sickness.
15) Short Term sickness - average working days/shifts lost per FTE	0.65			
16) Long Term sickness - average working days/shifts lost per FTE	1.66			
17) Local Authority employees leaving (%) (Turnover) [<]				
18) % of posts advertised and filled during first round of advertising [>]	68%	70%	Y	49 of 72 first-time vacancies were filled during the first round of advertising

10. Conclusion and Recommendations

10.1 The performance of 86% of the performance indicators performing above target or within 5% tolerance of their targets for the quarter is positive.

10.2 It demonstrates that services are operating in line with the values and general principles of the Council.

10.3 **Recommendation – that the Leadership Team manage, investigate and secure improvements into the future for the following KPIs:**

10.3.1 Welsh Language – 06) The percentage of Welsh language responses to official consultations

10.3.2 Social Care and Wellbeing – 02) The percentage of adult protection enquiries completed within statutory timescales

10.3.3 Housing – 03) Average number of calendar days to re-let units of accommodation (excluding DTLs)

10.3.4 Economy – 07) Percentage of high-risk food businesses receiving planned inspections

10.3.5 Climate Change – 02) Percentage of domestic waste reused, recycled or composted

10.3.6 Whole Council Health – 12) Percentage of FOI requests responded to within timescale

10.3.7 Whole Council Health – 15) Sickness absence - average working days/shifts lost

This page is intentionally left blank

Isle of Anglesey County Council

Report to:	Executive Committee
Date:	22/9/2026
Subject:	Draft Self-Assessment & Performance (Wellbeing) Report 2025/26
Portfolio holder(s):	Cllr Robin W Williams
Head of service / director:	Huw Ynyr, Head of Digital, Performance and Modernisation
Report author:	Gwyndaf Parry (Gwyndafparry@ynysmon.llyw.cymru)
Local members:	N/A

A – Recommendation(s) and reasons

1. **It is recommended that the Executive adopts the attached document as a 'working draft' and invites further consideration as to its content by the Governance and Audit Committee in its meeting of September 28th, 2026**

As part of the Local Government and Elections (Wales) Act 2021 the following duty is recognised on Anglesey County Council:

… to keep its performance under review

1) must keep under review the extent to which -
(a) it is exercising its functions effectively,
(b) it is using its resources economically, efficiently and effectively, and
(c) its governance is effective for securing the matters set out in paragraphs (a) and (b)

and, in connection with all financial years,
make a report setting out its conclusions as to the extent to which it met the performance requirements (a, b and c above) during that financial year.

To meet the expectation above, the County Council's draft Self-Assessment (SA) for 2025/26 was prepared. The report evidences the output of the Councils corporate planning and performance management framework and is the end of a process that merges several different aspects together.

In addition, the report reflects the Council's performance against our wellbeing objectives in line with the requirements of the Well-being of Future Generations (Wales) Act 2015, and monitors progress against the six strategic objectives of the Council Plan 2023–2028.

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

Other options were not considered as this expectation is one of the core requirements of the relevant legislations - the Local Government and Elections (Wales) Act 2021 and the Wellbeing of Future Generations (Wales) Act 2015

C – Why is this a decision for the Executive?

It is a process which is in accordance with the Local Government and Elections (Wales) Act 2021 and has been delegated to the Executive in the Council constitution

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

It is a process which is in accordance with the Local Government and Elections (Wales) Act 2021 and has been delegated to the Executive in the Council constitution

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

This report looks back on the Council performance during 2025/26 financial year and therefore does not have any direct budgetary requirement in addition to what is already within the approved Council budget.

Dd – Assessment of potential impacts (if relevant)

1. How does this decision affect our long-term needs as an island?

It affects our long-term needs by recognising related areas that require further attention as a council.

2. Is this a decision that is anticipated to prevent future costs/dependencies on the Council? If so, how?

Partly — yes, in relation to the expected improvements needed in the performance of certain areas.

3. Have we collaborated with other organisations to come to this decision? If so, with whom?

A specific section of the self-assessment recognises all the collaborative work that is taking place across a range of Services

4. Have the citizens of Anglesey played a part in drafting this way forward, including those directly affected by the decision? Explain how.

Residents of Anglesey, through the corporate scrutiny committees, are given a quarterly opportunity to express their views and challenge the council on its performance. The content also sets out how the different services involve residents through various engagement and consultation activity when making decisions.

5. Note any potential impact this decision would have on the protected groups under the Equality Act 2010.

The work programme is not expected to have an impact on the groups protected under the Equality Act 2010

6. If this is a strategic decision, note any potential impacts the decision would have on those experiencing socio-economic disadvantage.

N/A

7. Please note any potential effects that this decision would have on opportunities for people to use Welsh and not treat the language less favourably than English.

N/A

E – Who did you consult with and what were their comments?

1. Chief Executive / Leadership Team (mandatory)	This was considered by the Chief Executive / Leadership Team (LT)and their comments are reflected in the report
2. Finance / 151 Officer	The comments of the Section 151 Officer as a member of the LT have also been included
3. Legal / Monitoring Officer (mandatory)	Monitoring Officer’s comments as a member of the LT have been included
4. HR	
5. Property	
6. IT	
7. Procurement	
8. Scrutiny	
9. Local members	
10. Governance & Audit Committee	This draft report will be presented to G&A committee to be considered and provide feedback on 28/9.

F – Appendices

Self-Assessment & Performance (Wellbeing) Report 2025/26

Ff – Background papers (contact the report author for more information)

- Local Government and Elections (Wales) Act 2021
- Self-Assessment & Performance (Wellbeing) Report 2024/25

Self-Assessment and Performance (Wellbeing) Report 2025/26

Prepared by – Digital, Performance and Modernisation

Publication date – September 2026

Mae'r ddogfen hon ar gael yn y Gymraeg / This document is available in Welsh

Note: This document contains content generated by Artificial Intelligence (AI). AI generated content has been reviewed by the author for accuracy and edited/revised where necessary. The author takes responsibility for this content.

Summary

This report provides an assessment of the Council's performance, governance, use of resources and improvement activity during 2025/26 as required by the Local Government and Elections (Wales) Act.

Summary Dashboard

Overall conclusion: Level 3 – Integrated and Effective

Arrangements are embedded and actively used to manage resources, understand demand and cost drivers, plan workforce needs, respond to feedback and identify risks before they escalate into wider corporate issues.

How well are we doing?

The Council's self-assessment process concluded that arrangements for service planning, financial planning, workforce planning and governance are embedded and actively used to manage resources, support decision-making, deliver priorities and identify opportunities for improvement.

How do we know?

- Annual Delivery Document and Corporate Scorecard monitoring.
- Service Self-Assessments and Service Reviews undertaken with senior officers and elected members
- Financial, workforce and governance evidence
- Internal Audit, External Audit and regulatory inspection activity
- Annual Governance Statement, committee reports; and
- Panel Performance Assessment

What and how can we do better?

Improvement priorities for 2026/27 include:

- Modernisation, digital services and evidence-based decision-making
- Place-based leadership, economic development and community engagement
- Workforce resilience and organisational capacity
- Partnership working and internal communication; and
- Asset management

Performance Highlights 2025/26

How the Council’s performance contributed towards the Wellbeing Objectives

1 — WELLBEING OBJECTIVE 1

The people of Anglesey are educated to reach and fulfil their long-term potential

	G	Y	A	R
Annual Commitments	71%	29%	0%	0%
KPI Outcomes	63%	37%	0%	0%

KPI HIGHLIGHTS

- **100%** Children met Welsh Language Unit immersion targets
- **0.6%** Year 11 leavers not in education, employment or training
- **82** Officers received Welsh language training
- **97.9%** Library users rated the service good or very good

2 — WELLBEING OBJECTIVE 2

The people of Anglesey are safe, healthy and as independent as possible

	G	Y	A	R
Annual Commitments	67%	33%	0%	0%
KPI Outcomes	77%	0%	14%	9%

KPI HIGHLIGHTS

- **90.17%** Statutory visits to children in care completed in time
- **95%** Households successfully prevented from becoming homeless
- **619,301** Participations in Môn Actif activities
- **86%** Tenant satisfaction with responsive repairs

3 — WELLBEING OBJECTIVE 3

The people of Anglesey and its communities enjoy, protect and enhance their built and natural environment for future generations

	G	Y	A	R
Annual Commitments	38%	46%	15%	0%
KPI Outcomes	69%	15%	8%	8%

KPI HIGHLIGHTS

- **100%** Council business units and commercial space occupied
- **96%** Planning applications determined within timescale
- **99.9%** Of streets were clean when inspected
- **64.17%** Household waste reused, recycled or composted

Introduction

This report provides an overview of how Isle of Anglesey County Council has performed during 2025/26 and how effectively it is delivering against the commitments set out in the Council Plan. It brings together the Council's annual Self-Assessment and Performance (Wellbeing) reporting arrangements into a single document, providing a comprehensive assessment of performance, governance, use of resources and continuous improvement.

The council's work is guided by its vision "**to create an Anglesey that is healthy and prosperous where people can thrive**". The Council Plan sets out the strategic objectives that will help achieve this vision and provides the framework for planning, delivering and monitoring the Council's priorities. These objectives are aligned to the Well-being of Future Generations (Wales) Act 2015 and support the Council's ambition to improve outcomes for current and future generations.

The report demonstrates how the Council is meeting its responsibilities under the Local Government and Elections (Wales) Act 2021 and the Well-being of Future Generations (Wales) Act 2015. It assesses how effectively the Council is delivering its functions, using its resources, supporting good governance and contributing towards the long-term wellbeing of the people of Anglesey.

In addition to reporting on performance, the report reflects the findings of the Council's annual Self-Assessment process. This includes evidence gathered through Service Self-Assessments, Service Reviews, performance monitoring, financial management, workforce planning, governance arrangements and assurance activity. Together, these provide an assessment of how well the Council is operating, identify areas of good practice and highlight where further improvement is required.

The report focuses primarily on the Council's delivery and performance against the commitments it set itself during the year. While it highlights progress towards longer-term outcomes, many wider community outcomes are influenced by factors beyond the Council's direct control, including national policy, economic conditions and the actions of partner organisations.

The report also demonstrates the importance of partnership working in delivering positive outcomes for residents, communities and businesses across the Island. It provides an overview of progress against the commitments contained within the Annual Delivery Document 2025/26, progress towards achieving the Council Plan objectives by 2028, and the Council's contribution towards its Wellbeing Objectives. It also identifies the key areas where the Council will focus its improvement activity during 2026/27 and beyond.

The Council's Wellbeing Objectives

The Council's strategic objectives and the council plan have been produced to support the Council's duty to meet the wellbeing objectives for the benefit of current and future generations. The Council's Wellbeing Objectives are:

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

The table below shows how the wellbeing objectives align with the Welsh Government's national wellbeing objectives and the Council's strategic objectives:

The Council's Wellbeing Objectives	Council Plan Strategic Objectives	Prosperous	Resilient	Healthier	More Equal	Cohesive Communities	Vibrant Culture & Thriving Welsh Language	Globally Responsive
Wellbeing Objective 1 - The people of Anglesey are educated to reach and fulfil their long-term potential	Welsh Language, Social Care and Wellbeing, Education, Housing and Economy	✓	✓	✓	✓	✓	✓	✓
Wellbeing Objective 2 - The people of Anglesey are safe, healthy and as independent as possible	Social Care and Wellbeing, Education and Housing		✓	✓	✓	✓	✓	
Wellbeing Objective 3 - The people of Anglesey and its communities enjoy, protect and enhance their built and natural environment for future generations	Welsh Language, Economy, Climate Change	✓	✓	✓	✓	✓	✓	✓

Council Plan 2023-2028 - Strategic Objectives

The Council Plan is the key document serving as a focal point for decision-making at all levels; providing a framework to plan and drive forward priorities; shape annual spending; monitor performance and progress.

At its core is our desire to work with Anglesey residents, communities and partners to ensure the best possible services, improve the quality of life for all and create opportunities for future generations.

Its six main objectives reflect the key areas the Council should be focusing its efforts on.

The Council Plan's vision is to:

'Create an Anglesey that is healthy and prosperous where people can thrive.'

The Welsh Language

Increase the opportunities to learn and use the language.

Social Care and Wellbeing

Providing the right support at the right time.

Education

Ensuring an effective provision for today and for future generations.

Housing

Ensuring that everyone has the right to call somewhere home.

Economy

Promoting opportunities to develop the Island's economy.

Climate Change

Responding to the crisis, tackling change and working towards becoming net zero organisation by 2030.

Our method of Self-Assessment

As part of the Local Government and Elections (Wales) Act 2021 monitoring the performance of all local authorities based on a self-assessment was set out.

The council undertake a comprehensive review of the self-assessment process on an annual basis including identifying lessons learnt during the previous year as well as utilising feedback from the Corporate Scrutiny Committee, Leadership Team and elected members.

During 2025/26, we further developed our approach to Service Self-Assessment and Service Review. Following feedback from the previous year, the assessment framework moved away from the previous "Outstanding / Exceeds Expectations / Meets Expectations / Needs Improvement" descriptors and introduced a clearer four-level maturity model. This was designed to help services consider not only whether core arrangements are in place, but also how well those arrangements are embedded, integrated and used to support improvement.

Services continued to assess themselves against four key areas. Each area has its own detailed scoring prompts to reflect the different evidence needed for that theme, while still providing a consistent framework for challenge and comparison across services. The four areas can be seen below. Service Review meetings continued to provide challenge and moderation, using the evidence submitted by services alongside performance, financial, workforce and governance information.

- Service Planning and Performance
- Workforce Planning
- Financial Planning
- Governance; Procurement & Contract Management and Risk & Audit Management

Self-evaluation is an integral part of any organisation's improvement process, and its primary purpose is for self-assurance; however, it is recognised within the Isle of Anglesey County Council that if self-evaluation is done well, it can also provide assurances to external audiences, including partners, regulators and indeed residents.

Each of the nine Services was asked to complete a self-evaluation against the updated framework. Services selected a level for each of the four key areas and provided supporting evidence through the template. They were then challenged on their findings through the Service Review process by a group of officers and elected members. The revised approach is intended to support a more rounded assessment of service maturity, resilience and effectiveness.

Performance Level	Description
Level 4 – Optimising and Leading	Arrangements are mature, proactive and innovative. The service uses data and evidence to anticipate demand, plans over the longer term, has a strong workforce culture, demonstrates agile governance and can evidence leading or externally recognised practice.
Level 3 – Integrated and Effective	Arrangements are embedded and actively used to manage resources, understand demand and cost drivers, plan workforce needs, respond to feedback and identify risks before they escalate into wider corporate issues.
Level 2 – Embedding and Functional	Core statutory duties and corporate requirements are met, and basic arrangements are in place. However, improvement activity is often transactional or reactive rather than fully strategic.
Level 1 – Developing and Reactive	Arrangements are focused mainly on day-to-day delivery, with reliance on key individuals, limited planning or limited resilience. Improvement is needed to move from reactive delivery towards stable and sustainable arrangements.

The overall service rating was calculated using a moderation principle: the overall score can only be one level higher than the lowest individual theme score. This helps ensure that significant weakness in one area is not masked by stronger performance elsewhere and supports a balanced view of overall service resilience and effectiveness.

The detailed results for each Service against the four self-assessment themes are provided in Appendix 1. These results informed the Council's overall assessment and provide a summary of service performance across the four self-assessment areas during 2025/26.

Individual Services were asked to identify areas for improvement that they needed to focus on to improve performance into the future. These areas for improvement have been included in this self-assessment; however, some have been included in a wider area for improvement for the Council and will be managed by a lead service which are identified in the 'Identified Areas for Improvement' section of this report.

Individual service areas for improvement are monitored as part of the Service Review process.

This self-assessment summarises the conclusion of the work for 2025/26 and evaluates the overall performance of the Council, answering at the simplest level, the following questions –

- How well are we doing?
- How do we know?
- What and how can we do better?

The Self-assessment forms an essential part of our performance management arrangements as can be seen in the diagram below –

For more details on how we monitor and assess performance, please visit www.anglesey.gov.wales/en/Council/Performance/Council-Plan/Performance-management .

External Assurance and Panel Performance Assessment

In addition to the Council's annual Self-Assessment process, a Panel Performance Assessment (PPA) was undertaken during November 2025 under the Local Government and Elections (Wales) Act 2021. Facilitated by the Welsh Local Government Association (WLGA), the assessment considered how effectively the Council exercises its functions, uses resources and governs itself.

The panel concluded that the Council is performing well and exercising its functions in line with its performance duties, highlighting strong governance arrangements, constructive member-officer relationships and a clear trajectory of improvement. The assessment also identified a number of recommendations relating to modernisation, performance monitoring, place-based leadership, workforce resilience, project delivery and economic development.

Actions identified in response to the PPA have been incorporated into Service Delivery Plans and the Annual Delivery Document and will be monitored through the Council's existing performance management arrangements. Further information can be found in the published Panel Performance Assessment report and Council response.

Key Themes Identified by the Panel

The Panel Performance Assessment identified a number of strengths and opportunities for improvement relating to:

Strengths Identified by the Panel	
Strong governance arrangements	Strong partnerships
Constructive member-officer relationships	Strong place-based identity
Clear trajectory of improvement since 2018	

Recommendations made by the Panel	
Place-based leadership and community engagement	Internal communication and staff engagement
Organisational modernisation and long-term sustainability	Scrutiny arrangements and member development
Economic development and growth opportunities	Performance monitoring and use of performance information
Project delivery capacity and organisational resilience	Partnership working and collaboration

Service Planning and Performance Management

Level 3 – Integrated and Effective

How well are we doing?

Service planning is an essential tool for performance management. It sets out what services will deliver, provides a clear roadmap for achieving the objectives of the Council Plan, and ensures accountability for outcomes. Performance management then brings this into practice by enabling the council and its staff to plan, monitor and review priorities through strategic, service and individual objectives, ensuring that resources are used effectively to drive continuous improvement.

The evidence supports an overall conclusion that the Council's service planning and performance management arrangements are **Level 3 – Integrated and Effective**. The Council has clear corporate planning arrangements through the Council Plan, Annual Delivery Document, Service Delivery Plans and Corporate Scorecard. These arrangements provide a consistent framework for setting priorities, monitoring progress and reporting performance.

The Service Review process provides an additional opportunity to test how well these arrangements are embedded across services. The evidence shows examples of mature and proactive practice, but also areas where the use of data, insight, benchmarking and continuous improvement could be strengthened further.

During 2025/26, the Council also strengthened strategic management capacity by restructuring the former Transformation Service into two focused services: Digital, Performance and Modernisation, and Human Resources, Communication and Customer Experience. This provides clearer leadership capacity for digital modernisation, performance, workforce, communication, customer experience and wider organisational improvement.

How do we know?

Identified Strengths	Examples of Supporting Evidence
Clear Objectives and Key Performance Indicators – The Council has a clear corporate planning framework, with strategic objectives supported by annual delivery commitments, Service Delivery Plans and key performance indicators. These arrangements align corporate priorities with service delivery and provide a basis for monitoring progress.	• Council Plan and Annual Delivery Document • Council Values • Strategic plans • Modernising Learning Communities and Developing the Welsh Language Strategy • Local Code of Governance – pages 12-16, 20-22 • Corporate Scorecard • Service Delivery Plans

Identified Strengths	Examples of Supporting Evidence
Data Collection, Analysis and Benchmarking – The Council is developing its use of data, analysis and benchmarking to support evidence-based decision-making. Performance is monitored regularly through corporate and service indicators, with benchmarking used where reliable comparative data is available.	• Quarterly Scorecard Monitoring • Service Performance Indicators • Service Review evidence and Service Self-assessments • PowerBI Dashboards; net zero, tackling poverty, customer experience. • Stats Wales • Data Cymru / WLGA • Data Cymru / WLGA - Benchmarking Clubs (data is not available to the public) • Local Code of Governance - page 9 • Council Committee Decisions • Council Committee Minutes
Regular Monitoring and Reporting – The Council monitors and reports progress through established corporate arrangements, including the Corporate Scorecard, Annual Delivery Document updates, annual performance reporting, scrutiny and Executive reporting.	• Annual Performance Report • Annual Governance Statement • Annual Directors Report on the effectiveness of Social Services • Anglesey and Gwynedd Public Services Board Annual Report • Quarterly Scorecard Monitoring • Annual Delivery Document monitoring updates • Corporate Scrutiny Committee and Executive reports • Survey of tenants and residents (STAR) survey results
Stakeholder Engagement – The Council uses a range of engagement and feedback mechanisms to understand the views of residents, service users, tenants, partners, businesses and staff, and to inform service planning and improvement.	• Public Consultations • Survey of tenants and residents (STAR) survey results • Local Code of Governance - page 9 • National Resident Survey • Staff Survey • Service user feedback, complaints and compliments
Innovation and Adaptability – The Council can evidence examples of innovation and adaptation across services, particularly in response to climate, digital, community wellbeing, economic and service delivery challenges.	• Solar car port in council carparks • Net Zero Ysgol y Graig 'Graig Fach' Unit • Freeport • Digital Strategic Plan and CRM developments

Identified Strengths	Examples of Supporting Evidence
Compliance with Legal and Regulatory Standards – The Council has established arrangements to support compliance with relevant legislation, statutory duties, audit requirements and regulatory standards, and to provide transparency in decision-making.	• External Audit: Annual Audit Summary • Isle of Anglesey County Council Constitution • Local Code of Governance - page 7
Continuous Improvement Culture – The Council has arrangements in place to support continuous improvement, including regular performance reporting, service self-assessment, scrutiny, audit and review activity. The 2025/26 Service Review process has strengthened the evidence base and helped identify where improvement activity needs to be further embedded.	• Quarterly Scorecard Monitoring • Local Code of Governance - pages 14-16, 20-22 • Service Self-Assessment and Service Review process

Financial Planning

Level 3 – Integrated and Effective

How well are we doing?

Financial planning involves the strategic management of finances. It encompasses assessing the current financial situation, delivering objectives, and creating comprehensive plans to allocate resources whilst maintaining fiscal stability. This process includes short (up to 1 year), medium (1-3 years) and long term (3+ years) financial forecasting to ensure the council can meet its obligations and deliver services to the community.

The evidence supports an overall conclusion that the Council's financial planning arrangements are **Level 3 – Integrated and Effective**. The Council has established arrangements for budget management, financial monitoring, medium-term planning and resource allocation. Services demonstrate a good understanding of financial pressures, cost drivers and funding opportunities, and are increasingly using financial information to support service planning and decision-making.

While the Council continues to face significant financial challenges, including inflation, asset maintenance pressures and uncertainty around future funding streams, the evidence indicates that services are actively managing these risks and identifying opportunities to improve financial sustainability.

How do we know?

Identified Strengths	Examples of Supporting Evidence
Budget Management – The council has a strong budget management process in place that aligns with the strategic objectives and service priorities, whilst minimising the risk of overspending or underfunding.	• Medium Term Financial Strategy and Budget • Local Code of Governance – pages 20-22
Financial Stability – The council has arrangements in place to support financial resilience and sustainability through prudent financial management, reserve planning and medium-term financial forecasting.	• Medium Term Financial Strategy and Budget • Statement of Accounts • Treasury Management Strategy Statement 2026/27 • Local Code of Governance – pages 20-22
Effective Resource Allocation – The council has an effective allocation of its financial resources to meet service demand and delivery requirements, whilst maximising its value for money. The council has good arrangements to respond to financial challenges in the short to medium term.	• Budget Book • Local Code of Governance – pages 14-16 • Medium Term Financial Strategy and Budget • Treasury Management Strategy Statement 2026/27 • Capital strategy • Procurement Strategic Plan 2024 to 2029

Identified Strengths	Examples of Supporting Evidence
Financial Monitoring, Transparency and Accountability – The Council has established arrangements for monitoring, reporting and scrutinising financial performance through regular budget reporting, public accountability and governance arrangements.	• Statement of Accounts • Local Code of Governance – pages 23-24 • Budget Setting Process • Quarterly Financial Monitoring Reports to the Executive
Financial Governance, Audit and Compliance – The Council has established arrangements to ensure compliance with financial regulations, accounting standards and legal requirements, supported by internal and external audit activity that provides independent assurance over financial management arrangements.	• Annual Governance Statement • Local Code of Governance - page 7 • Annual Report of the Governance and Audit Committee • Internal Audit Annual Report • External Audit: Annual Audit Summary
Income Generation and External Funding - The council actively seeks external funding opportunities and generates income from a range of sources to support service delivery, investment and long-term sustainability.	• Medium Term Financial Strategy and Budget • Grant funding programmes • Freeport Programme • Shared Prosperity Fund (SPF) • Levelling Up Fund (LUF) • Housing and regeneration grant funding • Service Review Self-Assessments

Page 54

Workforce Planning

Level 3 – Integrated and Effective

How well are we doing?

Workforce planning is a process where the council can analyse its current and future workforce needs against its commitments, plans and objectives. It enables the council to plan how it will recruit, support, develop and retain the employees it needs for the future, reflecting the long-term planning principle of the Wellbeing of Future Generations Act.

The evidence supports an overall conclusion that the Council's workforce planning arrangements are **Level 3 – Integrated and Effective**. The Council has established arrangements to support workforce planning, recruitment, retention, learning and development, succession planning and employee wellbeing. Services demonstrate a good understanding of their workforce challenges and are increasingly using workforce information to support planning and decision-making.

The Service Review process identified examples of strong workforce planning practice across the Council, including graduate, trainee and apprenticeship opportunities, succession planning and targeted learning and development activity. However, the evidence also highlights ongoing challenges in some services, including recruitment and retention of specialist staff, ageing workforce profiles and workforce resilience in key professional and technical roles.

How do we know?

Identified Strengths	Examples of Supporting Evidence
Training and Development – The Council provides a range of learning, training and development opportunities to support professional development, leadership, succession planning and future workforce needs.	• Welsh language annual report • Local Code of Governance – pages 17-19 • Member Development and Training Programme • Academi Môn • Short courses for Staff
Workforce Planning – The Council is committed to ensuring it has the right people, with the right skills, in the right place, at the right time. Workforce planning arrangements support services to identify future workforce requirements, succession risks and skills needs, while investing in the development of future talent through graduate, trainee and apprenticeship opportunities.	• Workforce Planning Strategy • Strategic People Plan 2025 • Local Code of Governance – pages 17-19 • Denu Talent Programme • Dyfodol Môn Graduate Programme • Academi Môn • Graduate, trainee and apprenticeship opportunities across services

Identified Strengths	Examples of Supporting Evidence
Work Benefits – The council offers many benefits to staff including flexible working, hybrid working, wellbeing support and occupational health, work pension as well as many other policies designed to improve the work-life balance of its staff	• Flexible working (Hybrid / Flexible working options / flexible retirement) • Cycle to work scheme • Manteision Môn
Performance Review – The Council has arrangements in place to support employee performance, development and alignment with Council priorities through annual development conversations, workforce reviews and talent management activity.	• Appraisal system • Corporate Safeguarding Annual Report • Local Code of Governance – pages 17-19
Employee Engagement and Satisfaction – The Council uses a range of communication, engagement and feedback mechanisms to support employee wellbeing, engagement and organisational development.	• Staff Attendance • Staff Retention • Staff Survey • Members Briefing Sessions • Fforwm Môn • Y Ddolen • Chief Executive Update • Local Code of Governance – pages 17-19

Governance; Risk, Audit, Procurement & Contract Management

Level 3 – Integrated and Effective

How well are we doing?

Risk Management deals with identifying and managing uncertainties that could impact on the councils' objectives in a positive or negative way. Internal Audit involves providing independent, objective assurance and consulting activities to add value and improve the council's operations. It helps the council to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. External audit and regulators scrutinise management and governance processes, ensure service quality and compliance with legal and regulatory standards. Together, they maintain council accountability and service effectiveness and provide assurance that public funds are used responsibly. Procurement management focuses on the initial acquisition of goods or services, while contract management concentrates on the ongoing management and compliance of those agreements once they are in place. Both processes are critical to acquire and manage the resources that the council needs to operate and achieve key objectives efficiently and effectively.

The evidence supports an overall conclusion that the Council's governance, risk management, audit, procurement and contract management arrangements are **Level 3 – Integrated and Effective**. The Council has established governance structures, risk management arrangements, internal audit functions and procurement processes that support effective decision-making, accountability and compliance with statutory requirements.

The Council continues to maintain positive relationships with regulators, inspectors and auditors, and receives assurance from a range of internal and external review activity. Assurance is obtained through service review activity, internal audit, external audit, regulatory inspections and the Annual Governance Statement process. However, the Service Review process and Annual Governance Statement identify areas where arrangements can be strengthened further, including procurement and contract management, service-level risk management, information governance resilience and the continued development of performance and assurance arrangements.

How do we know?

Identified Strengths	Examples of Supporting Evidence
Risk Identification – The council have robust processes in place to identify and assess risks across all areas of operations, including financial, operational, strategic, and compliance risks.	• Risk Management Policy and Strategy • Risk management framework • Strategic Risk Register • Service Risk Register • Project Risk Register • Local Code of Governance - pages 12-24

Identified Strengths	Examples of Supporting Evidence
Risk Mitigation – The council demonstrates proactive risk management practices aimed at minimizing the likelihood and impact of adverse events by developing and implementing effective risk mitigation strategies and controls to address them.	• Risk Management Policy and Strategy • Risk management framework • Strategic Risk Register • Service / Project Risk Registers • Local Code of Governance - pages 12-24
Internal Audit Function – The Council has an independent and objective internal team that provides assurance and advice to all levels of management and elected and lay members on the quality of operations within the Council and is one of the key elements of the Council's governance framework. Its mission is to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight.	• Internal Audit Strategy • Internal Audit Charter • Internal Audit Updates • Annual Report of the Governance and Audit Committee • Local Code of Governance - pages 20-24 • Internal Audit Annual Report
External Audit and Regulators – The council fully supports and is transparent with its external auditors and regulators on all aspects of council business including finance, education, social services, and other corporate activities which in turn provides independent validation of its internal controls and practices.	• External Audit – Monitoring Report • External Audit: Annual Audit Summary • Estyn Reports • Care Inspectorate Wales Reports • Panel Performance Assessment
Compliance with Regulations and Ethical Procurement – The council has arrangements in place to support compliance with procurement legislation, regulations and corporate procedures. Procurement activity is supported by policies, guidance and governance arrangements that promote transparency, fairness and value for money.	• Procurement Handbook • Procurement Strategic Plan 2024 to 2029 • IT Procurement Policy • Data processing policy and agreement • Annual Governance Statement • Safeguarding in procurement and contracting • Sustainable Procurement Policy • Local Code of Governance - page 7
Contract Management and Performance Monitoring – The council have robust contract management practices to monitor supplier performance against agreed terms, service level agreements (SLAs), and KPIs, ensuring contracts deliver quality outcomes and are properly managed throughout their lifecycle.	• Contracts Management Strategy • Annual Report of the Governance and Audit Committee

What and how can we do better?

The Council is committed to continuous improvement and uses a range of assurance and review processes to identify opportunities for further development. During 2025/26, improvement matters were identified through the Service Self-Assessment and Service Review process, alongside governance matters identified through the Annual Governance Statement (AGS) and recommendations arising from the Panel Performance Assessment (PPA).

Governance matters identified through the AGS will continue to be monitored and reported through the Council's established governance arrangements, including the Governance and Audit Committee. The improvement matters below represent the key corporate areas for improvement identified through the Self-Assessment process and the Council's response to the Panel Performance Assessment. Actions identified as (PPA) relate directly to recommendations made through the Panel Performance Assessment and will be monitored throughout 2026/27 through the Council's existing performance management throughout 2026/27.

Improvement matters identified	Actions identified to address weaknesses	Lead Officer / Service / Board	By when
1. The Council needs to continue modernising its services, systems and use of organisational insight to support effective decision-making, customer experience and long-term sustainability	• Develop and implement a Modernisation Strategic Plan (PPA) • Continue delivering the Digital Strategic Plan and AI Action Plan • Strengthen cyber resilience across the Council and schools • Develop organisational data capability and capacity • Improve the use of data, insight and performance information to support decision-making and service improvement (PPA) • Review performance arrangements and indicators in preparation for the next Council Plan (PPA)	Digital, Performance and Modernisation	July 2027
2. The Council needs to build on its place-based leadership and engagement arrangements whilst	• Develop place-making plans and supporting place-based guidance (PPA)	Regulation and Economic Development / Leadership Team	March 2028

Page 59

Improvement matters identified	Actions identified to address weaknesses	Lead Officer / Service / Board	By when
developing a long-term vision for economic growth and community wellbeing	• Improve the use of demographic and community intelligence to support planning and decision-making (PPA) • Develop a long-term Economic Development Strategic Plan (PPA) • Strengthen community engagement arrangements to support local priorities and service delivery (PPA)		
3. The Council needs to improve workforce resilience and organisational capacity to better understand future workforce risks, support succession planning and ensure sufficient capacity to deliver priorities and strategic projects	• Develop a core workforce dashboard, indicator set and reporting framework • Undertake workforce resilience reviews and succession planning across services • Identify and monitor recruitment, retention and ageing workforce risks • Evaluate the effectiveness and value for money of workforce attraction and retention initiatives • Review organisational capacity and ensure sound governance to support delivery of strategic projects and modernisation programmes (PPA)	HR, Communications and Customer Experience	March 2027
4. The Council needs to continue developing partnership working, collaboration and internal communication arrangements to support delivery of its priorities and improve organisational effectiveness	• Continue to implement the new Internal Communications Plan (PPA) • Continue to strengthen partnership working with local, regional and national partners (PPA) • Continue to promote collaborative approaches to delivering shared priorities and outcomes (PPA) • Continue to support the delivery of partnership plans including Age Friendly and Trauma Informed initiatives (PPA)	Leadership Team / HR, Communications and Customer Experience	March 2027

Improvement matters identified	Actions identified to address weaknesses	Lead Officer / Service / Board	By when
5. The Council needs to continue improving the sustainability, condition and long-term management of its assets and infrastructure	• Continue implementing the Computer Aided Facilities Management System. • Undertake rationalisation of Council assets in line with the Asset Management Strategic Plan 2024-2029. • Improve asset information to support long-term investment planning and decision-making	Highways, Waste & Property	March 2028

Progress against identified improvement matters from the previous self-assessment

The table outlines the improvement actions identified last year and an update on progress can be found below

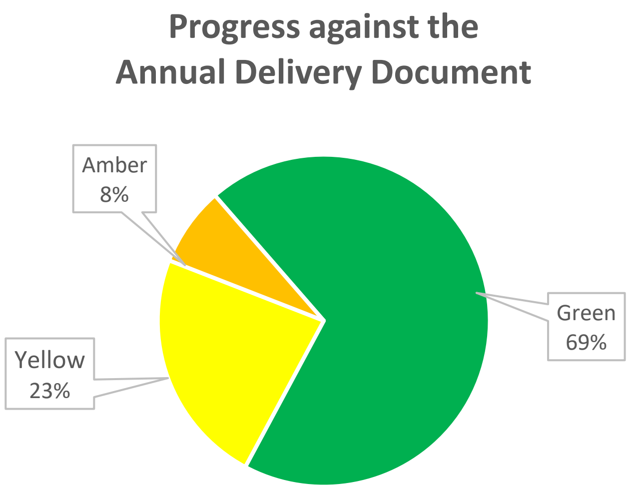
Improvement matters identified	Lead Officer / Service / Board	Update on progress
1. The Council needs to continue modernising its digital and data infrastructure	Digital Board	The Council has continued to modernise its digital and data infrastructure. Additional resources have been approved within the 2026/27 budget to establish a Data Manager role, which will support the development and implementation of a Data Strategic Plan. Delivery of the Digital Strategic Plan has continued, improving systems, security and customer-facing services. Work has also reviewed the Customer Contact Centre model, while the previously proposed chatbot solution has been reassessed and alternative options will be explored. Status: On Track – target date March 2027.
2. The Council must ensure that it meets the requirements of the new Procurement Act 2023	Resources	The Council has continued to implement the Procurement Improvement Plan, with interim arrangements maintaining continuity while recruitment to the Procurement Manager post was progressed. Agency staff supported delivery of the action plan, policies and procedures were reviewed and updated in line with the Procurement Act 2023, and training was rolled out across the Authority. A permanent Procurement Manager took up post in April 2026, and the Council approved additional budget for 2026/27 to strengthen staffing and procurement systems. Status: Behind Schedule.
3. The financial resilience of the Council is under pressure due to the cost-of-living crisis and a decrease in funding	Resources	The Council has taken a structured approach to strengthening financial resilience, including maximising external income and grant funding through formal bid authorisation and monitoring arrangements. The Medium-Term Financial Plan was refreshed and adopted by the Executive in September 2025. The Council identified £975k of savings as part of setting the 2026/27 revenue budget, with wider efficiency and modernisation measures supported by investment in digital and

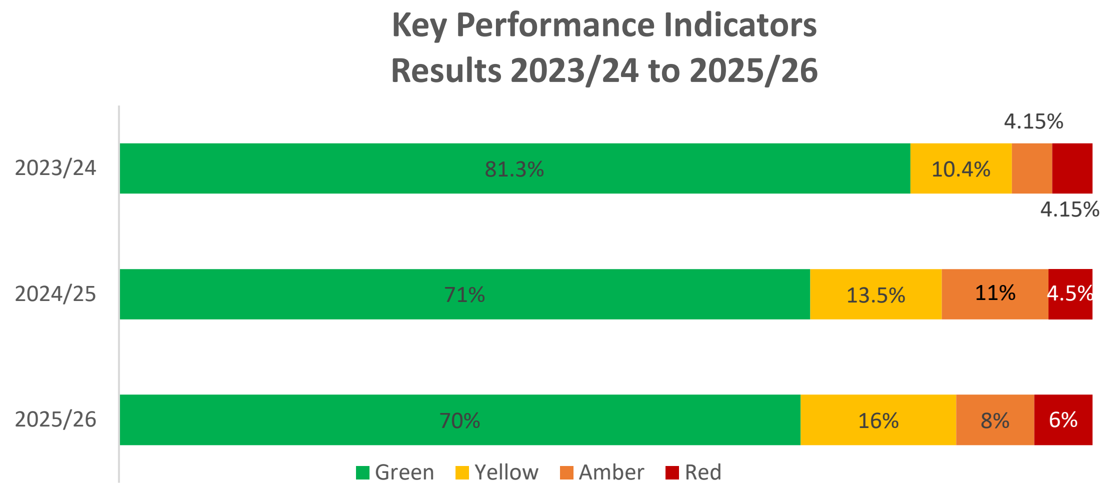
		operational improvements. Status: Complete for 2025/26 – process now considered business as usual.
4. The Council needs to manage and rationalise assets to ensure that they are needed, are fit for purpose and, if not, identify the work required to bring them up to standard.	Highways, Waste & Property	The Council has strengthened the management and long-term sustainability of its asset base through the development and adoption of the Asset Management Strategic Plan and Smallholdings Management Strategic Plan, supported by additional one-off funding. The Computer Aided Facilities Management system is now operational, with further enhancements underway to improve asset data, monitoring and integration. Asset rationalisation remains at an early stage and will require improved data quality and greater system maturity to inform future decisions. Status: Behind Schedule.
5. The Council needs to respond to identified workforce planning challenges, including its age profile in some services and recruitment and retention problems in others	Human Resources, Communication and Customer Experience	The Council has made positive progress in responding to workforce planning challenges. The Denu Talent Programme, part of the Dyfodol Môn scheme, has been delivered over two consecutive years and has strengthened the future workforce pipeline. Workforce planning is now supported through regular engagement between Human Resources, Directors, Heads of Service and Business Managers, with challenges reported to the Leadership Team. The Dyfodol Môn Graduate Programme has also been launched, with graduates appointed across key professional areas. Status: Complete for 2025/26 – process now considered business as usual.

Performance Report

Key Performance Highlights

Some of the key highlights for this year's performance can be found below.





Understanding RAYG status used in this section		
Status	**Annual Delivery Document**	**Key Performance Indicators**
Green	Nearly all planned work has been completed, with very few exceptions to be completed in the following year.	Performance is above target or meeting target.
Yellow	70% to 90% of the work has been completed, with remaining work scheduled for the following year.	Performance is within the agreed tolerance, usually within 5% of target.
Amber	50% to 70% of the work has been completed, with remaining work scheduled for the following year, or some work delayed.	Performance is below the agreed tolerance and requires management attention.
Red	Less than 50% of the work has been completed, the work has not yet been undertaken, or has been cancelled.	Performance is significantly below target and requires corrective action.

Progress against the Council's Wellbeing Objectives

The following pages summarise the Council's progress in 2025/26 towards achieving its three Wellbeing Objectives, the Council Plan and its longer-term outcomes for 2028.

The detailed evidence and updates that sit behind these summaries are available in Appendix 2 where RAYG status and progress against each action in 25/26 is explained in full.

Together, these sections show how the Council is progressing from **short-term annual actions** (25/26 commitments) towards achieving its **long-term objectives** (outcomes by 2028).

The following diagram demonstrates how the information in this section connects to the detailed updates in Appendix 2, shown as 25/26 Commitments below.

Each table below sets out:
• what the Council aims to achieve **by 2028** (the long-term outcomes),
• what we **committed to deliver in 2025/26** (from the Annual Delivery Document 25/26), and
• how much progress has been made during the year.

Wellbeing Objective 1 - The people of Anglesey are educated to reach and fulfil their long-term potential

Strategic Objective	Outcome by 2028, we will have:	Long-term Progress	In 25/26 we committed to:	RAYG (25/26)
Welsh Language	Ensured that when our Welsh language promotion strategy is revised in 2026 it is appropriate to respond to the results of the last census	On-track	• Undertake an undercover shopper review of Welsh language provision. • Undertake a self-assessment of compliance against the Welsh Language Standards.	Green
Welsh Language	Updated our Welsh language policy and developed a new policy on the use of Welsh in the workplace	On-track	• Implement the Welsh Language Policy. • Test staff awareness and understanding of the Welsh Language Standards and policy.	Yellow
Welsh Language	Expanded our training offer to create increased opportunities for our staff, councillors, partners and the island's residents to develop their Welsh language skills	On-track	• Host five Welsh language training classes for staff and elected members. • Run regular campaigns, at least monthly, to encourage the use of Welsh. • Work with partners to increase the use of Welsh in the workplace. • Support and facilitate arrangements for the 2026 Anglesey Urdd Eisteddfod.	Green
Education	Ensured that the communities for learning modernisation strategy creates effective schools with strong leadership and an appropriate teaching environment	On-track	• Consult on a proposal for a new Ysgol Uwchradd Caergybi and prepare and submit a Strategic Outline Business Case to Welsh Government. • Produce and implement a new strategic plan to develop closer working between current post-16 education providers.	Green

Strategic Objective	Outcome by 2028, we will have:	Long-term Progress	In 25/26 we committed to:	RAYG (25/26)
Education	Developed the Welsh language across all learning settings by realising the aims, objectives and outcomes set in the 'Welsh in Education Strategic Plan'	On-track	• Immerse 96 pupils with little or no Welsh language skills through language centres. • Develop a five-year Welsh language improvement scheme in Ysgol Llanfawr, Ysgol Santes Fair and Ysgol Uwchradd Caergybi. • Ensure that 100% of Year 6 learners receive a Welsh language participation and proficiency assessment.	Green
Education	Ensured the best possible experiences and progress for children and young people by delivering the Curriculum for Wales in all learning communities across the island	On-track	• Implement a strategic plan and work with schools to increase attendance in Anglesey schools to 95%. • Ensure that Curriculum for Wales, assessment and transition processes are in place in all schools. • Ensure that each catchment area works together from school to school to support children and young people in developing their key and digital skills. • Work towards 100% completion of Group A, B and C safeguarding training for relevant staff. • Work towards becoming a Trauma Informed Island by supporting two more schools to achieve TIS accreditation. • Review delivery map processes for Additional Learning Needs and Inclusion in schools.	Yellow
Education	Increased educational opportunities for adults so that Anglesey's residents can continue to develop personally throughout their lives	On-track	• Set up a programme of activities at the Creu / Ffiws Café at Holyhead Market Hall in partnership with Menter Môn and Mencap Môn.	Green

Strategic Objective	Outcome by 2028, we will have:	Long-term Progress	In 25/26 we committed to:	RAYG (25/26)
			• Support children and families to access educational and community activities outside traditional school hours through Community Schools. • Fully implement the Lifelong Learning Course Scheme through partnership with Grŵp Llandrillo Menai.	

Wellbeing Objective 2 - The people of Anglesey are safe, healthy and as independent as possible

Strategic Objective	By 2028 we will have:	Long-term Progress	In 25/26 we committed to:	RAYG
Social Care and Wellbeing	Reviewed and modernised the way we provide care and support	On-track	• Work together to be an age-friendly island through preventative activities. • Transform day services by continuing to work with partners to maintain day activities in community locations in the Holyhead area and expand the model in central and east Anglesey. • Work to maintain the improved lower numbers of school and care leavers who are NEET and reduce further where possible. • Welcome over 500,000 visits to Môn Actif centres. • Invest £1m in Môn Actif facilities. • Ensure that a modern Social Care database, Connecting Care, is in place to replace WCCIS, including successful data and information transfer.	Green
Social Care and Wellbeing	Improved and extended the supported housing provision	On-track	• Modernise and optimise Supported Housing by creating 12 additional high-quality units at Valley, Rhostrehwfa	Yellow

Strategic Objective	By 2028 we will have:	Long-term Progress	In 25/26 we committed to:	RAYG
			and Gwalchmai, and progress provision in Holyhead and Llangefni. • Identify an additional programme of three suitable properties to meet the lifetime requirements of service users.	
Social Care and Wellbeing	Extended opportunities for people to receive care closer to their local communities	On-track	• Increase participation in integrated community hubs, maintain a minimum of six community forums and provide social prescribing services in some hubs. • Open Canolfan Glanhwfa Community Hub to host the Anglesey Dementia Centre. • Expand the Nifty60s programme to a further six communities. • Work with Seiriol Alliance to pilot a community transport project. • Reduce loneliness and isolation by organising intergenerational events, including sporting memories, Boccia and Dawns i Bawb activities. • 500 to take part in the Dementia Active programme	Green
Social Care and Wellbeing	Developed additional internal provision for looked after children, Cartrefi Clyd and foster carers	On-track	• Identify properties for two further Cartrefi Clyd homes on the island. • Aim to secure seven additional foster care placements during 2025/26. • Extend and improve childcare provision, including eligibility, take-up, quality and parental satisfaction.	Green

Strategic Objective	By 2028 we will have:	Long-term Progress	In 25/26 we committed to:	RAYG
Housing	Opened a third extra-care housing scheme with plans in place for a fourth	Behind Schedule	• Secure funding and planning permission for a new Extra Care development at Tyddyn Mostyn, Menai Bridge.	Green
Housing	Agreed the priorities for tenant participation activities and the allocation of resources to include the voice of our tenants in our services	On-track	• Deliver the Customer Experience Plan, including increasing CRM contacts from tenants. • Review performance management reporting to strengthen the data-led approach and improve lower-performing areas. • Complete Telecare digitalisation by September 2025.	Green

Wellbeing Objective 3 - The people of Anglesey and its communities enjoy, protect and enhance their built and natural environment for future generations

Strategic Objective	By 2028 we will have:	Long-term Progress	In 25/26 we committed to:	RAYG
Housing	Addressed the energy efficiency/fuel poverty agenda and will be working towards achieving the Welsh Housing Quality Standards 2023	On-track	• Increase the number of Council properties complying with the WHQS 2023 SAP 75 energy target from 30% to 40%. • Progress the North Anglesey Poverty Action Plan as a whole-Council approach to improving socio-economic factors. • Ensure all Council properties have Target Energy Pathways	Green
Housing	Conducted a housing market needs assessment, together with an annual housing prospectus, allowing us to report on the increase in the supply of affordable housing	On-track	• Deliver the void turnaround action plan	Amber

Strategic Objective	By 2028 we will have:	Long-term Progress	In 25/26 we committed to:	RAYG
Housing	Increased the choice and number of homes available for the island's residents, together with assisting households to purchase their first homes	On-track	• Review the Common Housing Allocation Policy to incorporate learning from the current policy and legislative changes, and launch a new policy in 2025. • Develop 45 new housing units. • Facilitate the renovation of 60 empty homes. • Assist up to six first-time buyers to enter the housing market.	Yellow
Economy	Supported low carbon energy production schemes	On-track	• Work with partners to realise a potential new nuclear project at Wylfa in a way that minimises impact and maximises socio-economic benefits for local people. • Provide support and advice to Menter Môn on the development of the Hydrogen Hub in Holyhead. • Influence and collaborate with UK Government, Welsh Government and other stakeholders on large-scale energy developments. • Work with the developer of Maen Hir Solar Farm and other stakeholders during the DCO process.	Green
Economy	Worked together to realise circular economy objectives	On-track	• Extend arrangements to collect items that can be reused rather than recycled, including creating a dedicated role to collect items for reuse at Penhesgyn.	Green
Economy	Developed new business units to help local businesses grow and develop	On-track	• Secure capital funding to construct 10 new business units in Amlwch. • Secure capital funding to redevelop the Marine Terminal building in Amlwch. • Continue to progress the North Anglesey Economic Regeneration Plan. • Oversee the delivery of Anglesey's Town Centre Improvement Strategy.	Yellow

Strategic Objective	By 2028 we will have:	Long-term Progress	In 25/26 we committed to:	RAYG
			• Continue to allocate grants and lead on town centre interventions through SPF and Welsh Government Transforming Towns funding.	
Economy	Capitalised on additional investment for the benefit of the local economy	On-track	• Collaborate with key stakeholders to move forward, secure and establish a successful Ynys Môn Freeport Programme and establish robust governance arrangements. • Secure external funding to address the needs of the Island and economic opportunities on Anglesey, including SPF and LUF. • Maintain a commercial approach in relation to the management of leisure centres.	Green
Economy	Grown and promoted the visitor economy in a respectful and sustainable manner to secure benefits for our communities and visitors	On-track	• Deliver the Designated Landscapes action plan to meet Council and Welsh Government priorities for nature recovery and climate change mitigation. • Work with partners to deliver tree planting programmes and river catchment work to help improve water quality. • Offer farmers more opportunities in the Designated Landscapes and buffer zone to improve habitats. • Work with farmers to deliver a sustainable farming model through the Ffermio Bro trial of the Sustainable Farming Scheme. • Provide a range of activities to protect and enhance the special qualities of the AONB. • Manage the Destination Management Plan 2023–2028 and establish a new Destination Partnership. • Deliver key projects to improve infrastructure and visitor experience while reducing negative pressure,	Yellow

Strategic Objective	By 2028 we will have:	Long-term Progress	In 25/26 we committed to:	RAYG
			including work with Welsh Government on cruise activity at Holyhead. • Continue to review proposals relating to the introduction of a Visitor Levy. • Focus on Coastal Path enhancements through external funding and link improvements with nature enhancement projects.	
Economy	Redeveloped redundant industrial sites and brownfields	On-track	• Support landowners to redevelop redundant industrial and brownfield sites, including the former Anglesey Aluminium site, Two Sisters site, Rhosgoch, Octel, the former Peboc site in Llangefni and the former Lairds industrial site in Beaumaris.	Yellow
Climate Change	Minimised our direct carbon emissions to ensure that the net zero 2030 target is achievable	On-track	• Publish a Net Zero Strategic Plan 2025–2030. • Establish a Biodiversity Group. • Progress the Fleet Transformation Plan by increasing the number of low carbon vehicles. • Install low carbon heating systems in 24 Council buildings.	Green
Climate Change	Increased recycling rates	Behind Schedule	• Work towards achieving the Welsh Government target to recycle 70% of household waste and waste from Council buildings. • Increase recycling rates for waste collected from Council buildings to 60%. • Reduce fly-tipping incidents by 10% compared with 2024/25.	Red

Strategic Objective	By 2028 we will have:	Long-term Progress	In 25/26 we committed to:	RAYG
Climate Change	Ensured that services consider climate change and biodiversity as fundamental issues when reaching decisions	On-track	• Implement flood control plans across the island, subject to Welsh Government funding. • Bring SAB arrangements in-house by developing and implementing new arrangements, including income generation through pre-application consultation.	Yellow
Climate Change	Creating extensive low carbon travel options for the island's residents and visitors	On-track	• Implement active travel plans between Malltraeth and Newborough. • Trial a community transport scheme to link rural areas with main transport routes. • Implement changes to the 20mph speed limit in 27 locations. • Install public EV charging points at up to 14 sites across the island, subject to external funding and appointment of a suitable supplier.	Green

The Corporate Scorecard and Key Performance Indicators

The Corporate Scorecard Quarter 4 report for 2025/26 provides the year-end position against the Key Performance Indicators used to monitor delivery of the Council Plan. Overall, 87% of indicators with targets monitored performed well against target, being either Green or Yellow, meaning they were above target or within 5% tolerance.

The Council's year-on-year performance for all comparable indicators, 48 in total, demonstrates that 20 indicators, or 42%, improved during the year, 24 indicators, or 50%, declined and 4 indicators, or 8%, maintained their performance levels.

Although more comparable indicators declined than improved, the overall position remains positive. Of the indicators that declined, 62% continued to perform above target or within 5% tolerance, 21% were Amber or Red against target, and 17% did not have a target set.

The scorecard report highlights some of the good performance some of these highlights include:

- Welsh language training activity continued during the year, with 82 officers receiving training, while 86% of posts continued to be advertised with Welsh language requirements at level 3 or above.
- 100% of children met their targeted expectations through the Welsh Language Unit immersion indicator.
- The number of adults in receipt of Direct Payments was 249, exceeding the target of 224.
- The proportion of Year 11 leavers not in education, employment or training was 0.6%, improving on 1.9% in 2024/25 and 4% in 2023/24.
- The library service performed well, with 97.9% of adult users rating the service as good or very good, and users aged 16 or under awarding an average satisfaction score of 9.5 out of 10.
- Housing responsive repairs were completed within target timescales, at 17 days against a target of 18 days, and tenant satisfaction with responsive repairs was 86%, above the 85% target.
- All high-risk food hygiene inspections were completed by the end of the year following focused service action during Quarter 4.
- All road condition categories were Green against target, with only 1.5% of A roads, 1.1% of B roads and 5.4% of C roads in poor condition.

The report also highlights eight indicators that require further management attention. These were considered by the Corporate Scrutiny Committee and the Executive, with improvement activity to be explored, investigated and monitored by the Leadership Team. The indicators are:

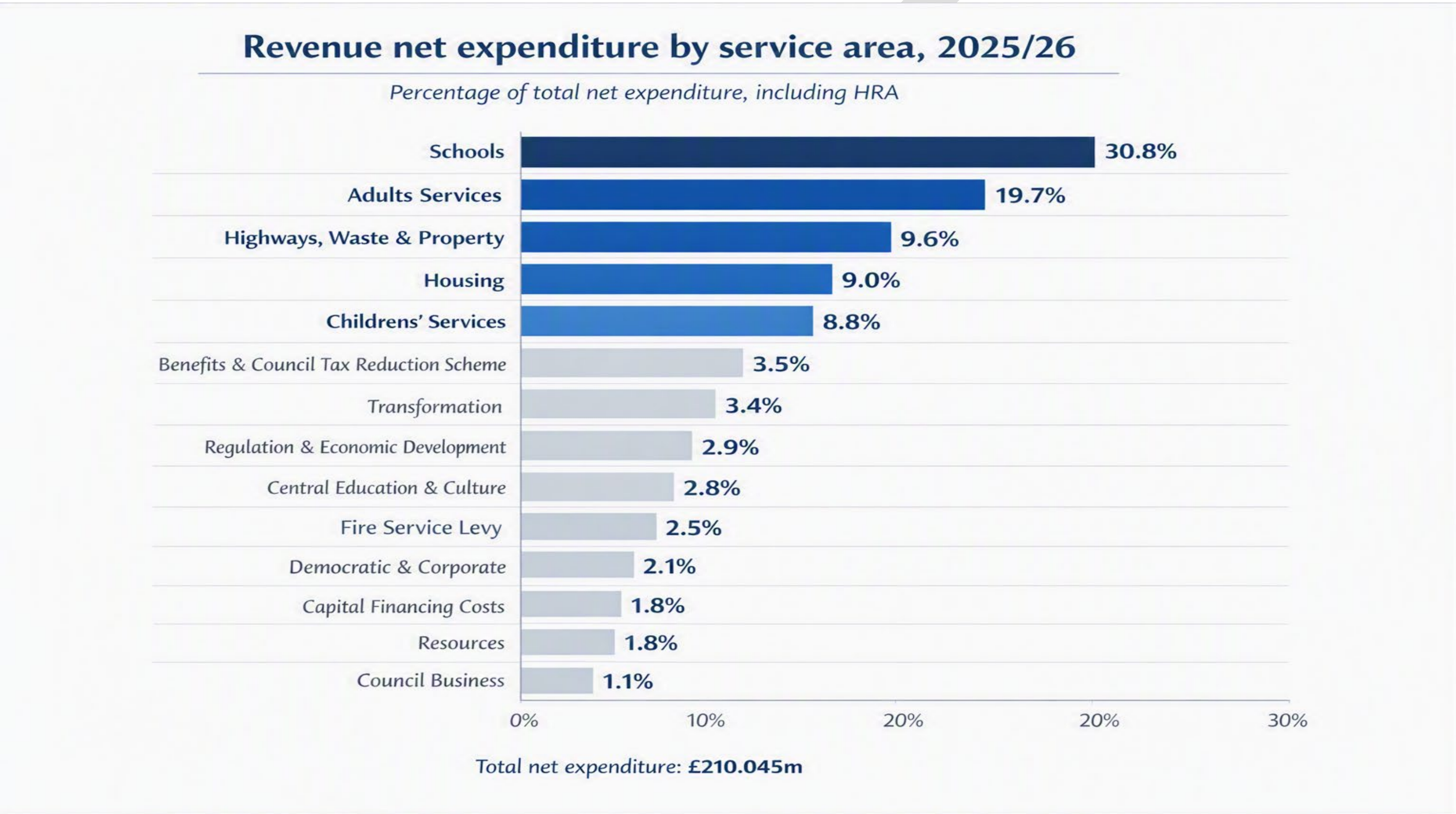
1. Social Care and Wellbeing – The percentage of referrals of children that are re-referrals within 12 months.
2. Housing – The average number of calendar days to re-let units of accommodation, excluding difficult to let units.
3. Housing – The average number of calendar days taken to deliver Medium Disabled Facilities Grant adaptations.
4. Housing – The average number of calendar days taken to deliver Large Disabled Facilities Grant adaptations.
5. Housing – The number of new Council homes developed and former Council homes purchased and brought back into Council rented homes.

6. Economy – The total number of customers with annual mooring contracts.
7. Climate Change – The percentage of domestic waste reused, recycled or composted.
8. Whole Council Health – The percentage of FOI requests responded to within timescale.

Further information, including all indicators, can be found in the Q4 Scorecard for 2025/26.

Financial Revenue Outturn 2025/26

The revenue outturn split per Service for the financial year ending 31st March 2026, including the Housing Revenue Account (HRA), can be found in the chart below:



Further information on the Revenue Outturn for 25/26 and the HRA

Page 77

Appendix 1 - The Council's Service Output Position Statement – 2026

Please note below the response of each service against the categories of evidence for 2026

Service	Service planning and performance	Financial planning	Workforce planning	Governance; procurement & contract management and Risk & Audit
Adult Services	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective
Children & Families Service	Level 4 – Optimising and Leading	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective
Council Business	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective
Highways, Waste & Property	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective	Level 2 – Embedding and Functional	Level 3 – Integrated and Effective
Housing	Level 3 – Integrated and Effective	Level 4 – Optimising and Leading	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective
Learning	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective
Regulation & Economic Development	Level 3 – Integrated and Effective	Level 4 – Optimising and Leading	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective
Resources	Level 3 – Integrated and Effective	Level 4 – Optimising and Leading	Level 4 – Optimising and Leading	Level 3 – Integrated and Effective
Transformation (now split into two Services – HR, Communications and Customer Experience / Digital, Performance and Modernisation)	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective	Level 3 – Integrated and Effective
Overall Output	**Level 3 – Integrated and Effective**	**Level 3 – Integrated and Effective**	**Level 3 – Integrated and Effective**	**Level 3 – Integrated and Effective**

Appendix 2 - Detailed updates on work undertaken in 2025/26

A RAYG (Red, Amber, Yellow, Green) system has been designed to summarise performance –

RAYG	Description
Green	Nearly all (90%+) of the planned work has been completed with very few exceptions to be completed in the following year
Yellow	70% to 90% of the work has been completed with remaining work scheduled to take place in the following year
Amber	50% to 70% of the work has been completed with remaining work scheduled to take place in the following year or some work delayed
Red	Less than 50% of the work completed, the work has not yet been undertaken or has been cancelled

Wellbeing Objective 1 - The people of Anglesey are educated to reach and fulfil their long-term potential

Strategic Objective	Key Action	Update	Status
Welsh Language	Undertake an undercover shopper review of Welsh language provision.	A mystery shopper review of social media accounts was carried out. The findings showed a high level of compliance. Examples of non-compliance with the language policy were shared with the relevant services and corrections were made.	Green
Welsh Language	Undertake a self-assessment of compliance against the Welsh Language Standards.	An assessment of the Council's compliance was shared with the Welsh Language Commissioner. No significant areas of concern were identified and feedback from the regulator is expected.	Green
Welsh Language	Implement the Welsh Language Policy.	A revised Welsh Language Policy has been in place since March 2025.	Green
Welsh Language	Test staff awareness and understanding of the Welsh Language Standards and policy.	Testing staff understanding of the Welsh Language Standards and policy through the Policy Portal has been delayed following the introduction of new mandatory policies by the Leadership Team.	Yellow
Welsh Language	Host five Welsh language training classes for staff and elected members.	Four entry-level classes, foundation and intermediate classes were held weekly through partnership with the National Centre for Learning Welsh.	Yellow
Welsh Language	Run regular campaigns, at least monthly, to encourage the use of Welsh.	A Welsh language challenge was shared monthly with staff by email through Y Ddolen and on paper.	Green

Strategic Objective	Key Action	Update	Status
Welsh Language	Work with partners to increase the use of Welsh in the workplace.	The Anglesey Language Forum workplaces sub-group action plan was updated and work continued on the 'Breaking Myths' project, which aims to challenge misconceptions about the use of Welsh at work and in staff recruitment.	Green
Welsh Language	Support and facilitate arrangements for the 2026 Anglesey Urdd Eisteddfod.	A joint fundraising event with the Urdd and Learn Welsh North West was held at Anglesey Business Centre. A joint task group with key Council officials and Urdd representatives has met regularly since September 2025. The Council tent structure has been agreed, an activities sub-group has been established, and liaison with the Safety Advisory Group is ongoing.	Green
Education	Consult on a proposal for a new Ysgol Uwchradd Caergybi and prepare and submit a Strategic Outline Business Case to Welsh Government.	A statutory notice for the new Ysgol Uwchradd Caergybi building was issued on 6 November 2025, followed by a 28-day objection period. An objections report was prepared for the Executive Committee and sent to Welsh Government on 6 January 2026. Formal approval was received from Welsh Government in April 2026. The Strategic Outline Case was prepared for submission and was due to be presented to Welsh Government on 7 May.	Green
Education	Produce and implement a new strategic plan to develop closer working between current post-16 education providers.	Regular meetings between the school and the college continued to explore closer working arrangements, including use of college resources and sharing staff expertise. A Task and Finish Group was established to identify effective virtual learning practices, and work is underway to develop a collaborative strategy with concrete steps.	Yellow
Education	Immerse 96 pupils with little or no Welsh language skills through language centres.	The language centre numbers were on target, including work in Ysgol Uwchradd Caergybi with more than 30 secondary pupils.	Green
Education	Develop a five-year Welsh language improvement scheme in Ysgol Llanfawr, Ysgol Santes Fair and Ysgol Uwchradd Caergybi.	The tutor based at Ysgol Uwchradd Caergybi has left post and the service is working with Bangor University to appoint a new tutor. Support for school staff will continue once a tutor is in place.	Yellow

Strategic Objective	Key Action	Update	Status
Education	Ensure that 100% of Year 6 learners receive a Welsh language participation and proficiency assessment.	School processes confirm that all primary schools assess Welsh language proficiency.	Green
Education	Implement a strategic plan and work with schools to increase attendance in Anglesey schools to 95%.	Attendance targeting processes are in place. The team is at full capacity and is gathering data on schools requiring additional input.	Yellow
Education	Ensure that Curriculum for Wales, assessment and transition processes are in place in all schools.	The service is collaborating with Neath Port Talbot County Council to trial a new national AI resource to support schools' curriculum planning. A group of primary schools has started a research project with Wrexham University on assessment processes and a shared understanding of progress.	Yellow
Education	Ensure that each catchment area works together from school to school to support children and young people in developing their key and digital skills.	Senior leaders are holding catchment discussions to review transition arrangements following feedback from the Scrutiny Panel. Collaboration plans are being implemented and a self-evaluation matrix is in place, with system leaders taking ownership of its content.	Yellow
Education	Work towards 100% completion of Group A, B and C safeguarding training for relevant staff.	Group A safeguarding training is now mandatory through Learning Pool. 60% of the Education team have completed Group A training. Schools have begun training Group B staff, and more than 190 people have attended parts 1 and 2 of Group C training.	Yellow
Education	Work towards becoming a Trauma Informed Island by supporting two more schools to achieve TIS accreditation.	Ysgol Gynradd Kingsland and Ysgol y Graig have expressed interest in working towards accreditation and a plan is in place. The VR programme continues to be popular, with more than 750 trained since April. Ysgol David Hughes and Ysgol Cybi have completed training.	Yellow
Education	Review delivery map processes for Additional Learning Needs and Inclusion in schools.	Work is ongoing to monitor and adapt the funding formula for provision mapping through the ALN Forum. Mapping work will need to continue alongside the financial work, and further discussion is required on nominating a system leader for each catchment.	Amber

Strategic Objective	Key Action	Update	Status
Education	Set up a programme of activities at the Creu / Ffiws Café at Holyhead Market Hall in partnership with Menter Môn and Mencap Môn.	Activities delivered included 12 group sessions, 20 individual machine orders and six workshops. Overall, 38 activities were held with 180 participants.	Green
Education	Support children and families to access educational and community activities outside traditional school hours through Community Schools.	Arrangements are underway for Food and Fun 2026, including potential provision in the Amlwch catchment. Work has started on a 7-a-side 3G pitch at Ysgol Gyfun Llangefni and tennis court improvements through Community Focused Schools capital funding. Other activities are being planned, including a Year 6 transition event.	Yellow
Education	Fully implement the Lifelong Learning Course Scheme through partnership with Grŵp Llandrillo Menai.	Ten courses were held for 74 learners, including five one-day courses with 19 learners and three taster courses with 17 learners. In total, 110 learners received 1,566 hours of teaching across eight locations.	Green

Wellbeing Objective 2 - The people of Anglesey are safe, healthy and as independent as possible

Strategic Objective	Key Action	Update	Status
Social Care and Wellbeing	Work together to be an age-friendly island through preventative activities.	An Ageing Well Open Day was held over the winter at Hafan Cefni, Llangefni, the first in a series of 10 events. A reminiscing visit was also held at Oriel Môn with a dementia group from Llangoed.	Green
Social Care and Wellbeing	Identify a convenient location that offers opportunities to assess, promote and develop independent living skills.	The Glanhwfa Centre Phase 2 was completed. The Centre will offer a dedicated area to encourage independent living skills for people with dementia and learning disabilities.	Green
Social Care and Wellbeing	Transform day services by continuing to work with partners to maintain day activities in community locations in the Holyhead area and expand the model in central and east Anglesey.	Service transformation continued with a focus on creating personal opportunities, developing life skills and offering diverse community activities in partnership with organisations such as Mencap Môn. Work on the Gors Felen extension and specialist	Green

Strategic Objective	Key Action	Update	Status
		changing room has commenced and is due to be completed by the end of summer.	
Social Care and Wellbeing	Welcome over 500,000 visits to Môn Actif centres.	Môn Actif Leisure Centres recorded 170,212 visits during Quarter 4 and 575,194 visits between Quarter 1 and Quarter 4.	Green
Social Care and Wellbeing	Invest £1m in Môn Actif facilities, including Plas Arthur, Holyhead, Amlwch and swimming pool inspections.	Alliance Leisure has been appointed to support the Plas Arthur project, with building surveys being completed and construction expected in autumn 2026. New fitness equipment and modernisation of the fitness space at Holyhead Leisure Centre has been completed. Work has not started on Amlwch changing rooms because school projects are currently being prioritised. Swimming pool inspection work will not be completed in 2025/26 due to budget constraints.	Amber
Social Care and Wellbeing	Ensure that a modern Social Care database, Connecting Care, is in place to replace WCCIS, including successful data and information transfer.	The project is underway across Wales, led by WLGA on behalf of local authorities. Confirmation of £20.9m from local authorities to WLGA has been received, with confirmation of the Council's percentage for 2026/27 awaited. Data migration from WCCIS to Mosaic is ongoing, with phases 1 and 2 complete. The estimated go-live date has moved from September to early 2027.	Amber
Social Care and Wellbeing	Modernise and optimise Supported Housing by creating 12 additional high-quality units at Valley, Pencoed and Maes y Ffridd, and progress provision in Holyhead and Llangefni.	The Valley project is active and people have settled. Pencoed construction work is complete. Building adaptations at Maes y Ffridd are underway and must be completed before people move in. Planning applications for Holyhead and Llangefni have been submitted, with work expected to continue during 2026/27.	Yellow
Social Care and Wellbeing	Identify an additional programme of three suitable properties to meet the lifetime requirements of service users.	The intention is to try to purchase one new building from the open market every year for the next three years.	Amber
Social Care and Wellbeing	Increase participation in integrated community hubs, maintain a minimum of six	An Ageing Well Open Day was held at Hafan Cefni, Llangefni as the first in a planned series of 10 such events.	Green

Strategic Objective	Key Action	Update	Status
	community forums and provide social prescribing services in some hubs.		
Social Care and Wellbeing	Open Canolfan Glanhwfa Community Hub to host the Anglesey Dementia Centre.	Construction was completed at the Glanhwfa Centre.	Green
Social Care and Wellbeing	Expand the Nifty60s programme to a further six communities.	Nifty60s weekly workshops are running at nine venues: Amlwch, Llangefni, Rhosneigr, Llanddona, Llanfairpwll, Benllech, Llangaffo, Llanfaethlu and Holyhead, with five sessions per week in Holyhead. The programme reaches over 350 people per week.	Green
Social Care and Wellbeing	Work with Seiriol Alliance to pilot a community transport project.	The community transport project launched on 2 June for a three-month trial and has been extended to April 2026.	Yellow
Social Care and Wellbeing	Reduce loneliness and isolation by organising intergenerational events, including sporting memories, Boccia and Dawns i Bawb activities.	Two 'parti paned' events were held at Canolfan Glanhwfa in Llangefni, and Dance for All activities continued in care homes with children from local schools attending occasionally.	Yellow
Social Care and Wellbeing	Identify properties for two further Cartrefi Clyd homes on the island.	A further property has been identified and work is underway with the Council's Property Department to establish whether it is a viable option for the final Cartref Clyd.	Amber
Social Care and Wellbeing	Aim to secure seven additional foster care placements during 2025/26.	From 1 April 2025 to date, two general foster carer beds and 12 connected person foster carer beds have been secured.	Green
Social Care and Wellbeing	Extend and improve childcare provision, including eligibility, take-up, quality and parental satisfaction.	190 children received Flying Start childcare; 60 children received two-year-old childcare through the childcare expansion programme; 344 children had a Childcare Offer agreement in place; 71 group sessions and 33 structured informal courses were offered to parents; four training courses were offered, with 26 childcare staff undertaking safeguarding and first aid training; and two new all-day childcare settings were created.	Green

Strategic Objective	Key Action	Update	Status
Housing	Secure funding and planning permission for a new Extra Care development at Tyddyn Mostyn, Menai Bridge.	A suitable drainage plan has been identified. The grant application for design and build has been approved by Welsh Government. Full planning permission was granted in April 2026 and building work has started on site.	Green
Housing	Deliver the Customer Experience Plan, including increasing CRM contacts from tenants.	The online housing application form went live on 20 October 2025 to reduce customer calls and paper applications. The process for receiving complaints to the department has been live on the Corporate CRM since 1 October 2025.	Green
Housing	Review performance management reporting to strengthen the data-led approach and improve lower-performing areas.	A review has been completed, resulting in a new performance management recording and reporting template. The template presents clear data across all performance areas and provides managers with space to comment on underperforming areas.	Green
Housing	Complete Telecare digitalisation by September 2025.	The Telecare scheme has been completed for every tenant who agreed to change provision from Tunstall to Chiptech.	Green

Wellbeing Objective 3 - The people of Anglesey and its communities enjoy, protect and enhance their built and natural environment for future generations

Strategic Objective	Key Action	Update	Status
Housing	Increase the number of Council properties complying with the WHQS 2023 SAP 75 energy target from 30% to 40%.	Housing is confident that the target for 40% of housing stock to comply with the WHQS energy target of SAP 75 by 31 March 2026 has been reached and surpassed. New energy performance certificates linked to renewable measures installed during 2025/26 will continue to be formally lodged during Quarter 1 2026/27.	Green
Housing	Progress the North Anglesey Poverty Action Plan as a whole-Council approach to improving socio-economic factors.	Funding has been secured for two employment unit schemes in Amlwch.	Green

Strategic Objective	Key Action	Update	Status
Housing	Ensure all Council properties have Target Energy Pathways by 31 March 2026.	All housing stock has a Target Energy Pathway: 83% are considered full TEPs and 17% are in draft format.	Green
Housing	Review the Common Housing Allocation Policy to incorporate learning from the current policy and legislative changes, and launch a new policy in 2025.	Scoping work is progressing on the requirements of new homelessness legislation due in February 2027.	Amber
Housing	Develop 45 new housing units.	A total of 31 properties were delivered against the target of 45. Performance was under target due to on-site complications; the target is expected to be achieved by September 2026.	Amber
Housing	Facilitate the renovation of 60 empty homes.	A total of 55 empty properties were returned to use.	Yellow
Housing	Assist up to six first-time buyers to enter the housing market.	Twelve people bought a home through the empty homes purchase assistance grant and three bought a home through the Môn Help to Buy Scheme.	Green
Housing	Deliver the void turnaround action plan by 31 March 2026.	More elements of the plan have been completed and some elements have begun.	Amber
Economy	Work with partners to realise a potential new nuclear project at Wylfa in a way that minimises impact and maximises socio-economic benefits for local people.	GBE-N has confirmed that the proposed technology is SMR, with Rolls-Royce identified as the technology provider. The Council continues to engage regularly with GBE-N and relevant stakeholders to understand opportunities and implications for the Island.	Green
Economy	Provide support and advice to Menter Môn on the development of the Hydrogen Hub in Holyhead.	The Energy Island Team continues to liaise with Menter Môn on the prospective Hydrogen Hub. A planning application has now been submitted and validated.	Green
Economy	Influence and collaborate with UK Government, Welsh Government and other stakeholders on large-scale energy developments.	Following the Wylfa announcement, links with UK Government and Welsh Government are being established and formalised. The Council's Strategic Forum was held and included an update on the Wylfa site from GBE-N. Influencing and collaboration remain key priorities for the Energy Island Programme.	Green

Strategic Objective	Key Action	Update	Status
Economy	Work with the developer of Maen Hir Solar Farm and other stakeholders during the DCO process.	Work on Maen Hir continues, although the DCO submission has not yet been made. The project continues to experience delays from the developer, and the Energy Island Programme continues to liaise with Lightsource bp.	Amber
Economy	Extend arrangements to collect items that can be reused rather than recycled, including a dedicated reuse role at Penhesgyn.	An additional container, shelving and hand tools were purchased for Penhesgyn. By Quarter 4, 42 tonnes of items had been collected and reused. Reuse logos and banners were installed, a 'Give a Second Life to Good Things!' campaign was held, two site workers completed bicycle handling training and the Reuse Enhancement site worker agreements were extended to March 2027.	Green
Economy	Secure capital funding to construct 10 new business units in Amlwch.	The North Anglesey Sites and Premises project secured £6.994m of capital funding from Ambition North Wales and £920,000 from Welsh Government Transforming Towns. Welsh Government Ministers have approved in principle a £1.5m joint venture contribution for the units. Designs are complete to RIBA 4 and the tender process has been completed, with work expected to commence in May.	Yellow
Economy	Secure capital funding to redevelop the Marine Terminal building in Amlwch.	The Marine Terminal refurbishment forms part of the North Anglesey Sites and Premises project, which has secured external capital funding from Ambition North Wales and Welsh Government Transforming Towns. Project design and procurement activity has progressed, with work expected to commence in 2026/27.	Yellow
Economy	Continue to progress the North Anglesey Economic Regeneration Plan.	Funding of £351,000 over three years was secured from the NRS to fund a North Anglesey Officer and project development work. Development work to identify new projects is underway.	Yellow
Economy	Oversee the delivery of Anglesey's Town Centre Improvement Strategy.	Town centre planning preparation work is underway for the five town centres. Collaboration continues with partners, including Môn CF, through SPF and Welsh Government funds to improve town centres through direct interventions.	Yellow
Economy	Continue to allocate grants and lead on town centre interventions	Significant Transforming Towns and placemaking grants have been secured to drive visual improvements in town centres. The 'Lle Da'	Yellow

Strategic Objective	Key Action	Update	Status
	through SPF and Welsh Government Transforming Towns funding.	SPF project will continue through 2026/27 to support town centre activities, interventions, surveys and schemes. Further funding has been secured for schemes in Llangefni, Beaumaris and Amlwch.	
Economy	Collaborate with key stakeholders to move forward, secure and establish a successful Ynys Môn Freeport Programme and establish robust governance arrangements.	The Full Business Case has been formally signed off by both Governments. Landowner agreements have been signed by all parties, the formal Anglesey Freeport company has been established, and a Memorandum of Understanding was signed with both Governments in March 2026.	Green
Economy	Secure external funding to address the needs of the Island and economic opportunities on Anglesey, including SPF and LUF.	Ongoing discussions continue with both Governments and other partners to identify external funding opportunities for the Council. The LUF programme is nearing completion in June 2026.	Yellow
Economy	Deliver the Designated Landscapes action plan to meet Council and Welsh Government priorities for nature recovery and climate change mitigation.	The action plan has been undertaken in line with SLSP core funding and Welsh Government allocation, with a focus on habitat restoration, removal of harmful alien species, catchment work and implementation of the Sustainable Farming Scheme trial.	Yellow
Economy	Work with partners to deliver tree planting programmes and river catchment work to help improve water quality.	Work continues on river fencing, habitat improvement and tree planting on the Wygyr, Braint and Alaw catchments.	Green
Economy	Offer farmers more opportunities in the Designated Landscapes and buffer zone to improve habitats.	Planning is underway to distribute grants to farms offering significant opportunities for habitat improvement linked to sustainable farming models. Best practice information will be shared with the farming community through training linked to the scheme.	Yellow
Economy	Work with farmers to deliver a sustainable farming model through the Ffermio Bro trial of the Sustainable Farming Scheme.	Ffermio Bro is the Welsh Government's trial of the Sustainable Farming Scheme. It takes place in National Landscapes and aims to provide nature-sensitive farming at a landscape scale. It will provide training opportunities for farmers, including work on soil health, economics and nature conservation.	Yellow

Page 88

Strategic Objective	Key Action	Update	Status
Economy	Provide a range of activities to protect and enhance the special qualities of the AONB.	The team is involved in five partnership projects, including Corsydd Calon Môn and Glasffordd Môn, to collaboratively enhance the AONB and its connections with the wider island. Educational packs focusing on the natural environment, climate and water quality have been developed and are available to primary and secondary schools. Ongoing work includes access improvements, safety signs on the coast, website updates and improved communication through social media.	Yellow
Economy	Manage the Destination Management Plan 2023–2028 and establish a new Destination Partnership.	The Destination Management Plan continues to be delivered with a focus on sustainable destination offers based around green infrastructure. More than £1m of external funding has been invested over the last 12 months to improve access to the countryside, including boardwalks, Coastal Path improvements and re-established circular walks. The Destination Partnership has been approved to be reformed, but its formation has been delayed until after the Senedd elections.	Amber
Economy	Deliver key projects to improve infrastructure and visitor experience while reducing negative pressure, including work with Welsh Government on cruise activity at Holyhead.	The Destination Team continues to work with services to deliver proactive solutions to visitor management issues in Niwbwrch, Rhosneigr, Trearddur Bay and Benllech. Visit Anglesey web and social media feeds are active and provide key messaging. For the 2026 cruise season, over 70 vessels are confirmed and the team is working with local visitor attractions to develop new offers.	Yellow
Economy	Continue to review proposals relating to the introduction of a Visitor Levy.	Visitor Levy consultation is planned for early 2026/27, subject to approval from Full Council.	Yellow
Economy	Focus on Coastal Path enhancements through external funding and link improvements with nature enhancement projects.	Boardwalks are being built in Newborough and on Lôn Las Cefni to improve access. Significant work to improve the accessibility of the Coastal Path is underway throughout the year.	Green

Strategic Objective	Key Action	Update	Status
Economy	Support landowners to redevelop redundant industrial and brownfield sites.	Officers continue to engage with and support landowners to redevelop brownfield sites where capacity allows. The Peboc site has been purchased, external capital funds through Freeport and Ambition North Wales have been secured, and progress on land remediation and demolition is set to begin in summer 2026.	Yellow
Climate Change	Publish a Net Zero Strategic Plan 2025–2030.	The Towards Net Zero Strategic Plan 2026–2031 has been formally adopted by the Executive Committee.	Green
Climate Change	Progress the Fleet Transformation Plan by increasing the number of low carbon vehicles.	An order for 12 new electric vehicles, including one new library vehicle, has been placed using SPF funding.	Green
Climate Change	Explore a pilot for a home charging scheme for the Council's electric vehicle fleet.	Initial discussions have taken place with partners. A number of factors need to be considered, including safeguarding, liability, legal, maintenance and health and safety issues. Further work is required to assess value for money.	Amber
Climate Change	Complete and commission the solar car ports in Llangefni.	Structures in the upper car park have been completed, resurfacing has been completed, and battery installation and electrical work have been completed and commissioned. Full completion and commissioning has been delayed until Quarter 1 2026/27.	Amber
Climate Change	Install low carbon heating systems in 24 Council buildings.	Sixteen sites have been completed and commissioned, with a further 18 planned for 2026/27.	Amber
Climate Change	Work towards achieving the Welsh Government target to recycle 70% of household waste and waste from Council buildings.	Doorstep intervention work continues to reduce residual waste and increase doorstep recycling. A six-week consultation on potential changes to the recycling and waste collection service was held in Quarter 4. WRAP Cymru and CRS are preparing an analysis of the consultation. A substantial ISPA funding application has been approved by Welsh Government to move to the next Outline Business Case stage.	Red
Climate Change	Increase recycling rates for waste collected from Council buildings to 60%.	Current performance is 44%, below the 60% target.	Red

Strategic Objective	Key Action	Update	Status
Climate Change	Reduce fly-tipping incidents by 10% compared with 2024/25.	A responsibilities matrix has been drafted and shared, with feedback awaited before the final version is published. A guidance leaflet has been shared with Council sites, with further information to follow as needed.	Yellow
Climate Change	Implement flood control plans across the island, subject to Welsh Government funding.	Draft design documents for Menai Bridge have been submitted to Welsh Government for review, with negotiations with homeowners required next. The Llanfairpwll design and layout is temporarily paused due to lack of capacity. The Lôn Trearddur and Bodffordd schemes are being built, and work at Porth Diana is complete.	Yellow
Climate Change	Bring SAB arrangements in-house by developing and implementing new arrangements, including income generation through pre-application consultation.	SAB appeal issues have delayed the provision of reports for new SAB arrangements. The SAB officer is on sabbatical for 12 months and the Council continues to rely on support from YGC in the meantime.	Amber
Climate Change	Active travel plans put in place between Malltraeth and Newborough	Active Travel scheme between Newborough and Malltraeth completed	Green
Climate Change	Pilot of community transport scheme to link rural areas with main transport routes	Pilot is underway in Seiriol area	Green
Climate Change	Implementation of changes to the 20mph speed limit in 27 locations	Changes to the 20mph speed limits implemented in the planned areas	Green
Climate Change	Installation of electric vehicle charging points at 14 locations across the island (subject to external funding and appointment of a suitable supplier)	Tender applications in the process of scoring for assessment appointment. Majority of planned actions completed for 2025/26.	Yellow

Isle of Anglesey County Council

Report to:	**EXECUTIVE**
Date:	**22 SEPTEMBER 2026**
Subject:	**REVENUE BUDGET MONITORING, QUARTER 1 2026/27**
Portfolio holder(s):	**CLLR ROBIN WILLIAMS – DEPUTY LEADER AND PORTFOLIO HOLDER – FINANCE & CORPORATE BUSINESS AND CUSTOMER EXPERIENCE**
Head of service / director:	**MARC JONES – DIRECTOR OF FUNCTION (RESOURCES) / SECTION 151 OFFICER**
Report author:	**BETHAN HUGHES OWEN – ACCOUNTANCY SERVICES MANAGER** **01248 752663** **BethanOwen2@ynysmon.llyw.cymru**
Local members:	**NOT APPLICABLE**

A – Recommendation(s) and reasons

Recommendations

(i) To note the position set out in Appendices A, B and C in respect of the Authority's financial performance to date and expected outturn for 2026/27;
(ii) To note the summary of Contingency budgets for 2026/27, detailed in Appendix CH;
(iii) To note the monitoring of agency and consultancy costs for 2026/27 in Appendices D and DD;
(iv) To note the monitoring of Cost of Change Fund expenditure for 2026/27 in Appendix E.

Reason

The overall forecasted position at the end of the first quarter indicates that the final position will result in an underspend on the revenue budget of £2.114m (1.30%).

This report sets out the financial performance of the Council's services at the end of quarter 1, 30 June 2026. The projected position for the year as a whole is also summarised. It should be noted that predicting the final year-end position at the end of quarter 1 is difficult, and the position can change considerably as we move through the remainder of the financial year. There are key areas that are difficult to predict and forecast so far ahead, the key areas being:-

1. A change in the requests for demand led services, mainly the placement of children in care, demand for adult services, homelessness, school transport and out of county education.
2. Additional grant funding received during the year that was not known.
3. Unforeseen one-off expenditure.
4. Recruitment and retention difficulties leading to a higher than anticipated level of vacant posts.
5. Pay awards that have yet to be finalised, for both NJC staff and teachers.

The forecasted position and other changes will result in the Council ending the financial year with a general balance of £17.704m (8.62% of the 2026/27 net revenue budget), which is £7.437m above the minimum figure recommended to the Council.

Given that the forecasted financial position is for an underspend at the end of the financial year, and that the level of general balances is expected to exceed the minimum recommended level, the Executive is not required to approve any remedial action.

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

Not applicable – Monitoring Report with no options which require consideration.

C – Why is this a decision for the Executive?

Monitoring of the Council's budget is a function that has been delegated to the Executive.

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

Yes

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

Yes, but any change from the approved budget is noted in the report.

Dd – Assessment of potential impacts (if relevant)

1. How does this decision affect our long-term needs as an island?

The report is for monitoring purposes only and is used, along with other reports, to set the medium term financial strategy and annual budget. In setting the annual budget, the impact on the long term needs of the Island will be assessed.

2. Is this a decision that is anticipated to prevent future costs/dependencies on the Council? If so, how?

Not applicable

3. Have we collaborated with other organisations to come to this decision? If so, with whom?

Not applicable

4. Have the citizens of Anglesey played a part in drafting this way forward, including those directly affected by the decision? Explain how.

The citizens of Anglesey were consulted as part of the 2026/27 budget setting process and will be consulted on future budgets.

5. Note any potential impact this decision would have on the protected groups under the Equality Act 2010.

Not applicable

6. If this is a strategic decision, note any potential impacts the decision would have on those experiencing socio-economic disadvantage.

Not applicable

7. Please note any potential effects that this decision would have on opportunities for people to use Welsh and not treat the language less favourably than English.

Not applicable

E – Who did you consult with and what were their comments?

1. Chief Executive / Leadership Team (LT) (mandatory)	The report was considered by the LT at its meeting on 1 September 2026. Comments from the Chief Executive and the other members of the LT were incorporated into the final draft.
2. Finance / 151 Officer	The Section 151 Officer is the author of the report.
3. Legal / Monitoring Officer (mandatory)	The Monitoring Officer is a member of the LT and any comments made have been considered along with all comments made by LT members.
4. HR	The issues covered in the report do not impact on any Human Resource matters.
5. Property	Not applicable
6. IT	Not applicable
7. Procurement	Not applicable
8. Scrutiny	The Finance Scrutiny Panel and the Corporate Scrutiny Committee considered the Council's financial position at meetings on 3 September and 16 September 2026.
9. Local members	The Council's financial position is relevant to all Council Members.

F – Appendices

- Appendix A - Provisional Revenue Outturn Report for 2026/27
- Appendix B - Table of Provisional Outturn 2026/27
- Appendix C - Analysis of the Forecasted Variance by Service and Reason
- Appendix CH - Summary of Contingency Budgets position for 2026/27
- Appendix D - Information regarding monitoring of Agency Staff 2026/27
- Appendix DD - Information regarding monitoring of Consultants 2026/27
- Appendix E – Cost of Change 2026/27

Ff – Background papers (contact the report author for more information)

2026/27 Revenue Budget (as recommended by this Committee on 24 February 2026 and adopted by the County Council on 5 March 2026)

APPENDIX A

REVENUE BUDGET MONITORING REPORT

1. APPROVED REVENUE BUDGET 2026/27

1.1. The Council approved a net revenue for 2026/27 as follows:-

Table 1
Approved Budget and Funding for 2026/27

	£'000	£'000
Total Approved Revenue Expenditure	207,029	
Amendments to Budget Since Approval	-	
Use of Council Reserves	(1,685)	
Current Approved Budget for 2026/27 (Net of Reserves)		**205,344**
Funded By		
Aggregate External Finance (AEF)	144,585	
Standard Council Tax Debit Raised	55,998	
Council Tax Premium on Second and Empty Homes	4,761	
Total Funding 2026/27		**205,344**

2. FORECAST BUDGET POSITION AS AT OTTURN 2026/27

2.1. The unaudited outturn position is shown in Table 2, below:-

Table 2
Summary of the Forecasted Year End Position as at 30 June 2026

	2026/27 Budget	Q1 Outturn (Under) / Over	% Variance
	£'000	£'000	%
Service Budgets	186,805	(1,145)	(0.35%)
Corporate Budgets	20,224	(243)	(4.00%)
General Reserves	(1,685)	-	0.00%
Net Revenue Expenditure	**205,344**	**(1,388)**	**(0.68%)**
Aggregate External Finance (AEF)	144,585	-	0.00%
Standard Council Tax	55,998	(3)	(0.01%)
Council Tax Premium	4,761	(723)	(15.17%)
Net Funding	**205,344**	**(726)**	**(0.35%)**
Net Forecast (Under) / Over	**0**	**(2,114)**	**1.03%**

2.2 The estimated position for the Council's General Balances is shown in Table 3, below:-

Table 3
Estimated Council General Balances as at 31 March 2027

	Amount £'m	Comments
Opening Balance (Unaudited)	(19.038)	See report to Executive – July 2026 – Table 3
Funding 2026/27 Revenue Budget	1.685	As per 2026/27 Budget Resolution – March 2026
Transferred to Earmarked Reserves	(0.710)	See report to Executive – July 2026
Transferred from Earmarked Reserves	2.373	See report to Executive – July 2026
Allocated in 2026/27	0.100	As per Executive decision – February 2026
Forecasted Outturn Position 2026/27	(2.114)	See Table 2 above
Unaudited Council Fund General Balance as at 31 March 2027	**(17.704)**	

3. FINANCIAL PERFORMANCE BY SERVICE

3.1. The overall combined position for the Council's services shows a forecasted outturn position at the end of the financial year of £1.145m. The analysis by Service is shown in Table 4, below, with a fuller analysis in Appendix B:-

Table 4
Analysis of the Forecasted Budget Position by Service

	(Under) / Overspend £'000	%
Central Education	(152)	(2.74)
Adult Services	(744)	(1.64)
Highways	(285)	(3.29)
Property	100	5.06
Digital, Performance & Customer Experience	(386)	(6.17)
Council Business	151	6.24
Other Services (Variances under £100k)	171	
Total Service Variances	**(1,145)**	**(0.35)**

3.2. The current estimate shows a forecasted underspend in Adult Services, with all service areas expected to underspend despite the fact that demand continues to be higher, staff vacancies, additional grant funding and increased income is greater than the cost of the additional demand.

3.3. The position in respect of Children's Services is forecasted to be significantly better than in previous years and, although the costs of out of county placements continues to exceed the budget, staff vacancies and additional grant funding are sufficient to offset the costs of increased demand.

3.4. The Digital, Performance and Modernisation service continues to show a high level of forecasted underspend, although the figure is lower than in previous years. Underspending due to vacant posts has reduced significantly and the majority of the underspending now relates to software and licensing costs.

3.5. The main reasons for the variances are summarised in Table 5, below, with a more detailed analysis by Service and Sub-Service provided in Appendix C:-

Table 5
Analysis of the Forecasted Variance by Reason

	Forecasted Variance at Q1 £'000
Cost variances arising from changing demand for services	1,044
Variances in staffing costs arising from vacancies, net of the cost of additional temporary staff and the use of agency staff	(452)
Changes to contract prices not allowed for in the approved budget	(51)
Changes to grant funding which increase or reduce the requirement for funding from the core budget	(730)
Income from fees and charges (above) / below the income target	(1,457)
Cost variances relating to buildings	(181)
Cost variances relating to the employment of external consultants	104
Transfer of funding to / (from) earmarked reserves and general balances	512
Clearly identified errors in the budget setting process	197
Miscellaneous reasons	(131)
TOTAL FORECASTED VARIANCE	**(1,145)**

3.6. The table above shows an overall net underspend of £1.145m across services. This position has largely been driven by the following:-

- Higher than anticipated income, mainly in adult social care, highways, planning and leisure, although it should be noted that the additional income in adult social care offsets the increased demand and the additional planning fees will be transferred to an earmarked reserve to fund the future costs of dealing with large planning applications.
- Staff savings due to vacancies in adult and children's social care, although Legal Services continues to face increased costs of agency staff, some of which is offset by the release of £100k from general balances (as per the Executive's decision in February 2026). The position in respect of this variance can change during the year as posts are filled or staff leave, creating new vacancies.
- Additional grant funding, mainly in adult and children's social care, allows additional service demand to be funded and allows core costs to be funded from the grant rather than using the core budget.
- Service demand continues to create a budget pressure, again, mainly in Adult and Children's social care and in road maintenance (funded from the additional income). Demand for school meals has fallen, which creates a budget saving.

3.7. Overall, the forecast position demonstrates that, whilst a number of services are experiencing demand-led budget pressures, these are being substantially mitigated by favourable income performance, grant funding changes and staffing savings. Nevertheless, the Authority is currently forecasting a net underspend of £1.145m at Quarter 1. It should be noted that predicting the final year-end position at the end of quarter 1 is difficult, and the position can change considerably as we move through the remainder of the financial year.

4. FINANCIAL PERFORMANCE OF CORPORATE BUDGETS

4.1. The forecasted financial position at the end of the financial year for Corporate Budgets is shown in Table 6, below:-

Table 6
Corporate Budgets Forecasted Financial Position 2026/27

	2026/27 Budget £'000	Q1 Forecasted Outturn (Under) / Over £'000	Variance %	Reason for Variance
Levies	5,450	-	-	
Discretionary Rate Relief	108	(22)	(22.33)	
Capital Financing	5,396	(127)	(2.35)	Lower borrowing and higher investment returns
Benefits Granted	7,826	(324)	(4.15)	Lower than anticipated case load
Unbudgeted Costs (Insurance, Capital Pension Costs & Bad Debt Provision)	-	500	-	
Support Services Contribution by HRA	(865)	-	-	
General & Other Contingencies, including Corporate Savings	2,309	(270)	(11.96)	
Use of General Reserves	(1,685)	-	-	
TOTAL	**18,539**	**(243)**	**(1.31)**	

5. COLLECTION OF COUNCIL TAX

5.1. The Council Tax Collection Fund budget is determined using the estimated collectable debt for the current year only, based on the tax base figure set in November 2025. It does not provide for arrears collected from previous years, adjustments to liabilities arising from previous years (exemptions, single person discounts, transfers to business rates etc.), changes to the current year's tax-base or the provision for bad and doubtful debts. These changes cannot be estimated when the budget is set and, invariably, lead to a difference between the final balance on the Council Tax Collection Fund and the original budget. Historically, the forecasted levels of Council Tax fall during the year as recovery action is undertaken and taxpayers come forward to claim exemptions and discounts that they are entitled to. The current core Council Tax income was £3k above the budget.

5.2. The Council Tax premium is designed to encourage owners of empty properties and second homes to return the property to general use and, as such, there is a risk that the number of properties paying the premium can reduce significantly during the year. In order to mitigate this risk, the tax base for premium properties is set at 80% and, if the numbers of properties paying the premium does not fall significantly, then the budget will generate a surplus. The change in the eligibility rules for business rates on self-catering accommodation has resulted in a number of properties being transferred back from business rates to Council Tax, which has increased properties subject to the second home premium. As a result, the Council Tax premium element of the Council Tax was £723k overachieved. However, there is a significant risk that appeals will be decided in 2026/27 and beyond relating to self-catering properties that were transferred from business rates to Council Tax, with some backdated to April 2023. An earmarked reserve of £762k exists, which will be used to fund the cost of any refunds that are payable following any successful appeal.

6. CONTINGENCY BUDGETS

6.1. The original contingency expenditure budgets totalled £2.250m, Of these contingency budgets, £1.980m are committed and forecasted, leaving £270k as uncommitted at this point. However, this will change as the year progresses. A full breakdown is attached in Appendix Ch.

7. AGENCY AND CONSULTANCY COSTS

7.1. During the year to date, £464k was spent on Agency staff, with the largest costs incurred within Adult Services (£111k) and Schools (£102k), followed by Waste (£94k) and Council Business (£67k). The majority of costs were funded through existing service budgets, including core budgets, specific service budgets and unutilised staffing budgets, with some expenditure supported by reserves where appropriate.

7.2. Agency staff were appointed in order to maintain service delivery and operational resilience where staffing resources were insufficient to meet service requirements. The principal reasons for engagement included providing cover for vacant posts, supporting recruitment and induction arrangements for new employees, addressing short-term service pressures, and managing periods of sickness absence. In a small number of cases, agency staff were utilised to provide specialist skills and additional capacity required to deliver specific pieces of work.

7.3. A total of £163k was spent on Consultancy for the financial year, with £94k funded through grant or external sources. A full summary of expenditure per service, can be seen at Appendix Dd.

8. COST OF CHANGE FUND

8.1. £110k has been spent on individual projects that were funded from the Cost of Change Fund, with £207k spend carried over into 2026/27. Of the nine projects, two are fully complete, with 4 in the final stages of the projects where project reviews are being undertaken to ensure the project meets the brief and done to the level expected. There are three projects yet to start. The full details can be seen at Appendix E.

9. CONCLUSIONS

9.1. The Quarter 1 revenue budget monitoring position indicates a forecast net underspend of £2.114m (1.03%) by the end of the 2026/27 financial year. Service budgets are currently forecast to underspend by £1.145m, with further underspends arising from corporate budgets and higher than anticipated Council Tax Premium income. The positive forecast position has been driven largely by higher than budgeted income, staffing vacancy savings, additional grant funding and favourable movements within corporate budgets. These have offset significant demand-led pressures within frontline services, particularly Adult and Children's Services.

9.2. Whilst the current forecast is encouraging, it remains an early assessment of the year-end position and a number of significant uncertainties remain. Demand for social care services, homelessness support, school transport and out-of-county education placements continues to present financial risks, alongside the potential impact of pay awards, recruitment challenges and unforeseen expenditure. In addition, the Council Tax Premium position remains subject to potential appeals and future adjustments.

9.3. Should the forecast position be maintained, the Council's General Balances are expected to increase to £17.693m by 31 March 2027, remaining significantly above the minimum recommended level. The overall financial position is, therefore, considered stable at this stage, although continued monitoring and prudent financial management will be required throughout the remainder of the financial year to ensure that emerging risks are identified and managed effectively.

APPENDIX B

ALLDRO REFENIW AR GYFER Y FLWYDDYN ARIANNOL YN DIWEDDU 31 MAWRTH 2027

REVENUE OUTTURN FOR THE FINANCIAL YEAR ENDING 31 MARCH 2027

Gwasanaeth / Swyddogaeth *Service / Function*	**2026/27 Cyllideb Blynyddol** **Annual Budget**	**2026/27 Ch1 Cyllideb hyd yma** **Q1 Budget Year to Date**	**2026/27 Ch1 Gwir Wariant ac Ymrwymiadau** **Q1 Actual & Committed Spend**	**2026/27 Ch1 Amrywiad** **Q1 Variance**	**2026/27 Ch1 Gwir Wariant ac Ymrwymiadau** **Q1 Actual & Committed Spend**	**Ch1 : Amcangyfrif Gwariant i 31 Mawrth 2027** **Q1 Estimated Expenditure to 31 March 2027**	**Ch1 : Amcangyfrif o Alldro 31 Mawrth 2026 gor / (tan) wariant** **Q1 Estimated Outturn 31 March 2027 over / (under)**	**2025/26 Gor / (tan) wariant fel % o'r Gyllideb Gyfan** **Projected Over / (Under) spend as a % of Total Budget**	**2025/26 Gor / (Tan) Wariant Drafft** **Draft Over / (Under) spend**
	£'000	**£'000**	**£'000**	**£'000**	**%**	**£'000**	**£'000**	**%**	**£'000**
Addysg, Sgiliau a Phobl Ifanc ***Education, Skills and Young People***									
Cyllideb Datganoledig Ysgolion *Delegated Schools Budget*	66,179	13,389	13,389	-	0.00%	66,179	-	0.00%	0
Addysg Canolog *Central Education*	5,541	2,221	2,160	(61)	(2.76%)	5,389	(152)	(2.74%)	(1,033)
Diwylliant *Culture*	1,657	379	536	157	41.45%	1,726	69	4.16%	30
Gwasanaethau Oedolion ***Adult Services***	45,244	11,719	13,020	1,301	(11.10%)	44,500	(744)	(1.64%)	(873)
Gwasanaethau Plant ***Children's Services***	18,670	5,474	5,547	73	1.33%	18,627	(43)	(0.23%)	1,337
Tai ***Housing***	2,098	603	623	(20)	(3.45%)	2,082	(16)	(0.76%)	0
Priffyrdd, Eiddo a Gwastraff ***Highways, Property & Waste***									
Priffyrdd *Highways*	8,653	2,053	1,908	(145)	(7.08%)	8,368	(285)	(3.29%)	(188)
Eiddo *Property*	1,978	(725)	(630)	95	(13.11%)	2,078	100	5.06%	118
Gwastraff *Waste*	10,788	1,755	1,725	(30)	(1.73%)	10,803	15	0.14%	(41)

Gwasanaeth / Swyddogaeth *Service / Function*	2026/27 Cyllideb Blynyddol Annual Budget	2026/27 Ch1 Cyllideb hyd yma Q1 Budget Year to Date	2026/27 Ch1 Gwir Wariant ac Ymrwymiadau Q1 Actual & Committed Spend	2026/27 Ch1 Amrywiad Q1 Variance	2026/27 Ch1 Gwir Wariant ac Ymrwymiadau Q1 Actual & Committed Spend	Ch1 : Amcangyfrif Gwariant i 31 Mawrth 2027 Q1 Estimated Expenditure to 31 March 2027	Ch1 : Amcangyfrif o Alldro 31 Mawrth 2026 gor / (tan) wariant Q1 Estimated Outturn 31 March 2027 over / (under)	2025/26 Gor / (tan) wariant fel % o'r Gyllideb Gyfan Projected Over / (Under) spend as a % of Total Budget	2025/26 Gor / (Tan) Wariant Drafft Draft Over / (Under) spend
	£'000	**£'000**	**£'000**	**£'000**	**%**	**£'000**	**£'000**	**%**	**£'000**
Rheoleiddio a Datblygu Economaidd ***Regulation & Economic Development***									
Datblygu Economaidd *Economic Development*	2,768	857	1,151	294	34.34%	2,690	(78)	(2.82%)	(153)
Cynllunio a Gwarchod y Cyhoedd *Planning and Public Protection*	3,417	924	312	(612)	(66.25%)	3,569	152	4.45%	104
AD, Cyfathrebu a Phrofiad y Cwsmer *HR, Communications & Customer Experience*	2,432	680	694	14	2.06%	2,432	0	0.00%	(86)
Digidol, Perfformiad a Moderneiddio *Digital, Performance & Modernisation*	6,256	3,168	2,959	(209)	(6.60%)	5,870	(386)	(6.17%)	(508)
Adnoddau ***Resources***	4,113	1,145	1,206	61	5.40%	4,124	11	0.27%	3
Busnes y Cyngor ***Council Business***	2,421	599	1,070	471	78.55%	2,572	151	6.24%	275
Costau Corfforaethol a Democrataidd ***Corporate & Democratic costs***	3,712	1,318	1,343	25	1.88%	3,756	44	1.19%	98
Rheolaeth Corfforaethol ***Corporate Management***	878	219	215	(4)	(1.61%)	895	17	1.94%	(28)
Cyfanswm Cyllidebau Gwasanaethau **Total Service Budgets**	**186,805**	**45,778**	**47,228**	**1,450**	**3.17%**	**185,660**	**(1,145)**	**(0.35%)**	**(945)**
Ardollau *Levies*	5,450	5,367	5,367	-	0.00%	5,450	-	0.00%	4
Rhyddhad Trethi Dewisol *Discretionary Rate Relief*	108	0	0	0	0.00%	86	(22)	(20.33%)	77
Cyllido Cyfalaf *Capital Financing*	5,396	804	678	(126)	0.00%	5,269	(127)	(2.35%)	(771)
Cyllidebau ar gyfer digwyddiadau annisgwyl Cyffredinol ac Eraill *General & Other Contingencies*	2,250	2,249	1,980	(269)	(11.96%)	1,980	(270)	(11.96%)	154

Gwasanaeth / Swyddogaeth *Service / Function*	2026/27 Cyllideb Blynyddol Annual Budget	2026/27 Ch1 Cyllideb hyd yma Q1 Budget Year to Date	2026/27 Ch1 Gwir Wariant ac Ymrwymiadau Q1 Actual & Committed Spend	2026/27 Ch1 Amrywiad Q1 Variance	2026/27 Ch1 Gwir Wariant ac Ymrwymiadau Q1 Actual & Committed Spend	Ch1 : Amcangyfrif Gwariant i 31 Mawrth 2027 Q1 Estimated Expenditure to 31 March 2027	Ch1 : Amcangyfrif o Alldro 31 Mawrth 2026 gor / (tan) wariant Q1 Estimated Outturn 31 March 2027 over / (under)	2025/26 Gor / (tan) wariant fel % o'r Gyllideb Gyfan Projected Over / (Under) spend as a % of Total Budget	2025/26 Gor / (Tan) Wariant Drafft Draft Over / (Under) spend
	£'000	£'000	£'000	£'000	%	£'000	£'000	%	£'000
Arbedion Cyllideb i'w Gyflawni Budget Savings to be Achieved	59	14	-	(14)	0.00%	59	-	0.00%	(29)
Cronfeydd wrth Gefn Cyffredinol y Cyngor Council's General *Reserves*	(1,685)	-	-	-	0.00%	(1,685)	-	0.00%	0
Cyfraniad CRT y Gwasanaethau Cefnogol *Support Services contribution HRA*	(865)	-	-	-	0.00%	(865)	-	0.00%	25
Budd-daliadau a Roddwyd *Benefits Granted*	7,826	462	2,602	2,140	463.75%	7,502	(324)	(4.15%)	(189)
Costau heb gyllideb ac na ellir eu rheoli: yswiriant, costau pensiwn a dileu drwg ddyledion / lwfansau amhariad ar incwm gwasanaethau *Unbudgeted, uncontrollable costs: insurances, pension costs and bad debt write offs / impairment allowances on services' income*						500	500	0.00%	385
Cyfanswm Cyllid Corfforaethol ***Total Corporate Finance***	**18,539**	**8,896**	**10,627**	**1,731**	**19.46%**	**18,296**	**(243)**	**(4.00%)**	**(344)**
Cyfanswm 2026/27 ***Total 2026/27***	**205,344**	**54,674**	**57,855**	**3,181**	**5.82%**	**203,956**	**(1,388)**	**(0.68)**	**(1,289)**
Cyllido ***Funding***									
Trethi Annomestig *NDR*	(24,081)	(7,410)	(7,410)	-	0.01%	(24,081)	-	0.00%	0
Y Dreth Gyngor *Council Tax*	(55,998)	-	-	-	0.00%	(56,001)	(3)	0.01%	(119)
Premiwm y Dreth Gyngor *Council Tax Premium*	(4,761)	-	-	-	0.00%	(5,484)	(723)	15.17%	(1,212)
Grant Cynnal Refeniw *Revenue Support Grant*	(120,504)	(37,108)	(37,108)	-	0.00%	(120,504)	-	0.00%	0
Cyfanswm Cyllid 2026/27 ***Total Funding 2026/27***	**(205,344)**	**(44,518)**	**(44,518)**	**-**	**0.00%**	**(206,070)**	**(726)**	**(0.35%)**	**(1,331)**
Cyfanswm yr alldro, yn cynnwys effaith y cyllido ***Total outturn, including impact of funding***	**0**	**10,156**	**13,337**	**3,181**	**31.32%**	**(2,114)**	**(2,114)**	**(1.03%)**	**(2,620)**

APPENDIX C

ANALYSIS OF THE OUTTURN VARIANCE BY SERVICE AND REASON

Service	Sub Service	Variance	Reason for Variance									
		£'000	Change in Service Demand £'000	Staff / Agency Variances £'000	Contract or Price Changes £'000	Changes to Grant Funding £'000	Income Variances £'000	Building Costs £'000	Consultancy £'000	Transfer To / (From) Reserves £'000	Budget Over / Under Provision £'000	Misc £'000
Central Education	School Transport	2	2	-	-	-	-	-	-	-	-	-
	School Meals	(232)	(232)	-	-	-	-	-	-	-	-	-
	ALN Strategy	-	-	-	-	-	-	-	-	-	-	-
	School Exceptions	(15)	-	13	-	-	-	(30)	-	-	-	2
	Language Centre	-	-	-	-	-	-	-	-	-	-	-
	Early Years Provision	(29)	-	(22)	-	-	-	-	-	-	-	(7)
	Clwb Gofal Plant	-	-	-	-	-	-	-	-	-	-	-
	Further Education	-	-	-	-	-	-	-	-	-	-	-
	Central Education	107	-	-	-	-	-	-	-	-	-	-
	Out of County Placements	-	-	-	-	-	-	-	-	-	-	-
	Millbank	25	-	-	-	-	8	17	-	-	-	-
	Others	(10)	-	(10)	-	-	-	-	-	-	-	-
	TOTAL	**(152)**	**(230)**	**(19)**	**-**	**-**	**8**	**(13)**	**-**	**-**	**107**	**(5)**
Culture	Museums & Galleries	85	-	-	-	-	20	15	-	-	-	50
	Libraries	(21)	-	(36)	-	-	15		-	-	-	-
	Archives	5	-	-	-	-	(5)	10	-	-	-	-
	TOTAL	**69**	**-**	**(36)**	**-**	**-**	**30**	**25**	**-**	**-**	**-**	**50**
Adult Services	Elderly – Residential	146	550	-	-	-	(404)	-	-	-	-	-
	Elderly – Nursing	(224)	(78)	-	-	-	(146)	-	-	-	-	-
	Elderly – Homecare	56	56	-	-	-		-	-	-	-	-
	Elderly – Other	(118)	(3)	15	-	(100)		-	-	-	-	-
	Physical Disability - Residential	(47)	(43)	-	-	-	(4)	-	-	-	-	-

Service	Sub Service	Variance	Reason for Variance									
		£'000	Change in Service Demand £'000	Staff / Agency Variances £'000	Contract or Price Changes £'000	Changes to Grant Funding £'000	Income Variances £'000	Building Costs £'000	Consultancy £'000	Transfer To / (From) Reserves £'000	Budget Over / Under Provision £'000	Misc £'000
Adult Services (continued)	Physical Disability - Homecare	(1)	(1)	-	-	-	-	-	-	-	-	-
	Physical Disability - Other	40	-	40	-	-	-	-	-	-	-	-
	Learning Disability – Residential	(271)	(271)	-	-	-	-	-	-	-	-	-
	Learning Disability - Homecare	20	20	-	-	-	-	-	-	-	-	-
	Learning Disability – Day Care	69	69	-	-	-	-	-	-	-	-	-
	Learning Disability – Supported Accommodation	(2)	(2)	-	-	-	-	-	-	-	-	-
	Learning Disability - Other	(38)	73	(111)	-	-	-	-	-	-	-	-
	Mental Health – Residential	(28)	(30)	-	-	-	2	-	-	-	-	-
	Mental Health – Homecare	(25)	(25)	-	-	-	-	-	-	-	-	-
	Mental Health – Supported Accommodation	(21)	(21)	-	-	-	-	-	-	-	-	-
	Mental Health - Other	(80)	(31)	(49)	-	-	-	-	-	-	-	-
	Provider Unit – Residential	161	21	140	-	-	-	-	-	-	-	-
	Provider Unit - Homecare	(82)	(7)	(75)	-	-	-	-	-	-	-	-
	Provider Unit – Day Care	(41)	20	(61)	-	-	-	-	-	-	-	-
	Provider Unit – Supported Accommodation	(88)	(19)	(69)	-	-	-	-	-	-	-	-
	Provider Unit - Other	(40)	(14)	(26)	-	-	-	-	-	-	-	-
	Management Support Services	(130)	27	18	-	(175)	-	-	-	-	-	-
	TOTAL	**(744)**	**291**	**(208)**	**-**	**(275)**	**(552)**	**-**	**-**	**-**	**-**	**-**

Service	Sub Service	Variance	Reason for Variance									
		£'000	Change in Service Demand £'000	Staff / Agency Variances £'000	Contract or Price Changes £'000	Changes to Grant Funding £'000	Income Variances £'000	Building Costs £'000	Consultancy £'000	Transfer To / (From) Reserves £'000	Budget Over / Under Provision £'000	Misc £'000
Children's Services	Looked After Children – Out of County Placements	289	289	-	-	-	-	-	-	-	-	-
	Foster Care	111	111	-	-	-	-	-	-	-	-	-
	Small Group Homes	(468)	(20)	(60)	-	(388)	-	-	-	-	-	-
	Other Looked After Children	272	272	-	-	-	-	-	-	-	-	-
	Family Support	87	87	-	-	-	-	-	-	-	-	-
	Children with Disabilities	(156)	35	(191)	-	-	-	-	-	-	-	-
	Commissioning & Social Work	(5)	34	(39)	-	-	-	-	-	-	-	-
	Youth Services	-	-	-	-	-	-	-	-	-	-	-
	Other	(173)	(16)	(157)	-	-	-	-	-	-	-	-
	TOTAL	**(43)**	**792**	**(447)**	**-**	**(388)**	**-**	**-**	**-**	**-**	**-**	**-**
Housing	Housing Services	43	-	25	-	-	-	-	-	-	-	18
	Homelessness	(60)	-	-	-	-	-	-	-	-	-	(60)
	J.E.O'Toole Centre	1	-	(1)	-	-	-	-	-	-	-	2
	TOTAL	**(16)**	**-**	**24**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(40)**
Highways	Highways Support & Management	(40)	(20)	(20)	-	-	-	-	-	-	-	-
	Môn Community Transport	(50)	(50)	-	-	-	-	-	-	-	-	-
	Car Parks & Parking Management	(60)	-	-	-	-	(60)	-	-	-	-	-
	Development Control	(30)	-	-	-	-	(30)	-	-	-	-	-
	Private Street Works	(300)	-	-	-	-	(300)	-	-	-	-	-
	Works Budget	295	295	-	-	-	-	-	-	-	-	-
	Maintenance & Management	10	10	-	-	-	-	-	-	-	-	-
	Maintenance Design	(50)	-	-	-	-	(50)	-	-	-	-	-
	Public Transport	(60)	(10)	-	-	-	(50)	-	-	-	-	-

Service	Sub Service	Variance	Reason for Variance									
		£'000	Change in Service Demand £'000	Staff / Agency Variances £'000	Contract or Price Changes £'000	Changes to Grant Funding £'000	Income Variances £'000	Building Costs £'000	Consultancy £'000	Transfer To / (From) Reserves £'000	Budget Over / Under Provision £'000	Misc £'000
Highways (continued)	Fleet	-	-	-	-	-		-	-	-	-	-
	TOTAL	**(285)**	**225**	**(20)**	**-**	**-**	**(490)**	**-**	**-**	**-**	**-**	**-**
Property	Estates	101	-	-	-	-	45	54	-	-	-	2
	Cleaning	20	-	-	-	-			-	-	-	20
	Maintenance	(99)	-	-	-	-		(116)	-	-	-	17
	Architectural Services	78	-	-	-	-	78		-	-	-	
	TOTAL	**100**	**-**	**-**	**-**	**-**	**123**	**(62)**	**-**	**-**	**-**	**39**
Waste	Waste Collection & Disposal	(70)	-	-	(70)	-	-	-	-	-	-	-
	Electricity Generating	50	-	-	-	-	50	-	-	-	-	-
	Recycling	50	-	-	50	-	-	-	-	-	-	-
	Administration & Management	(15)	(5)	-	(10)	-	-	-	-	-	-	-
	TOTAL	**15**	**(5)**	**-**	**(30)**	**-**	**50**	**-**	**-**	**-**	**-**	**-**
Economic Development	Economic Development	27	-	(35)	-	-	62	-	-	-	-	-
	Destination	(20)	-	-	-	-	(10)	-	-	-	-	(10)
	Leisure	(85)	-	66	-	-	(100)	(131)	-	-	-	80
	TOTAL	**(78)**	**-**	**31**	**-**	**-**	**(48)**	**(131)**	**-**	**-**	**-**	**70**
Planning	Planning Admin	1	-		-	-	-	-	-	-	-	1
	Planning Control	(6)	-	24	-	-	(716)	-	40	646	-	
	Building Control	158	-	119	-	-	56	-	-	-	-	(17)
	Planning Policy	(51)	-	(50)	-	-	-	-	-	-	-	(1)
	Conservation	8	-	8	-	-	-	-	-	-	-	-
	Land Registry	(21)	-	-	-	-	(21)	-	-	-	-	-
	TOTAL	**89**	**-**	**101**	**-**	**-**	**(681)**	**-**	**40**	**646**	**-**	**(17)**

Service	Sub Service	Variance	Reason for Variance									
		£'000	Change in Service Demand £'000	Staff / Agency Variances £'000	Contract or Price Changes £'000	Changes to Grant Funding £'000	Income Variances £'000	Building Costs £'000	Consultancy £'000	Transfer To / (From) Reserves £'000	Budget Over / Under Provision £'000	Misc £'000
Public Protection	Environmental Health	50	-	-	-	-	50	-	-	-	-	-
	Dogs / Pest Control	(3)	(1)	-	-	-	(2)	-	-	-	-	-
	Animal Health	12	-	-	-	-	(9)	-	-	-	-	-
	Trading Standards	37	-	-	-	-	1	-	-	-	-	21
	Licensing	(5)	(14)	-	-	-	9	-	-	-	-	36
	Registrars	(46)	-	(17)	-	-	(29)	-	-	-	-	-
	Markets	24	4		-	-	20	-	-	-	-	-
	Health & Safety	(6)	-	(6)	-	-	-	-	-	-	-	-
	TOTAL	**63**	**(11)**	**(23)**	**-**	**-**	**40**	**-**	**-**	**-**	**-**	**57**
HR, Communications & Customer	Human Resources	10	-	21	-	-	-	-	-	-	-	-11
	Training	-	-	-	-	-	-	-	-	-	-	-
	Communications	-	-	-	-	-	-	-	-	-	-	-
	Cyswllt Môn	(10)	-	(10)	-	-	-	-	-	-	-	-
	TOTAL	**-**	**-**	**11**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(11)**
Digital, Performance & Modernisation	Digital	(325)	-	(31)	-	(20)	-	-	-	-	-	(274)
	Performance & Modernisation	(61)	-	(34)	-	(27)	-	-	-	-	-	-
	TOTAL	**(386)**	**-**	**(65)**	**-**	**(47)**	**-**	**-**	**-**	**-**	**-**	**(274)**
Resources	Audit & Risk	(10)	-	(47)	-	-	-	-	37	-	-	-
	Benefits & Revenues	54	-	30	-	(20)	-	-	-	(8)	-	52
	Financial Services	18	-	18	-	-	-	-	-	-	-	-
	Management	27	-	4	-	-	-	-	27	(8)	-	4
	Procurement	(78)	-	(28)	-	-	20	-	-	(18)	-	(52)
	TOTAL	**11**	**-**	**(23)**	**-**	**(20)**	**20**	**-**	**64**	**(34)**	**-**	**4**

Service	Sub Service	Variance	Reason for Variance									
		£'000	Change in Service Demand £'000	Staff / Agency Variances £'000	Contract or Price Changes £'000	Changes to Grant Funding £'000	Income Variances £'000	Building Costs £'000	Consultancy £'000	Transfer To / (From) Reserves £'000	Budget Over / Under Provision £'000	Misc £'000
Council Business	Electoral Services	(14)	-	(14)	-	-	-	-	-	-	-	-
	Emergency Planning	-	-	-	-	-	-	-	-	-	-	-
	Committee Services	(18)	-	(26)	-	-	-	-	-	-	-	8
	Translation	4	-	4	-	-	-	-	-	-	-	-
	Legal Services	179	-	236	-	-	43	-	-	(100)	-	-
	TOTAL	**151**	**-**	**200**	**-**	**-**	**43**	**-**	**-**	**(100)**	**-**	**8**
Corporate Management	Corporate Management	17	-	17	-	-	-	-	-	-	-	-
	TOTAL	**17**	**-**	**17**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Corporate & Democratic	Risk & Insurance	-	-	-	-	-	-	-	-	-	-	-
	Pension Contributions	5	-	5	-	-	-	-	-	-	-	-
	Audit Fees	(21)	-	-	(21)	-	-	-	-	-	-	-
	Coroners & WLGA	(22)	(18)	-	-	-	-	-	-	-	-	(4)
	Apprenticeship Levy	-	-	-	-	-	-	-	-	-	-	-
	Ynys Môn / Gwynedd Partnership	14	-	-	-	-	-	-	-	-	-	14
	Members' Expenses & Support	(22)	-	-	-	-	-	-	-	-	-	(22)
	Civic Expenditure	-	-	-	-	-	-	-	-	-	-	-
	Corporate Other	90	-	-	-	-	-	-	-	-	90	-
	TOTAL	**44**	**(18)**	**5**	**(21)**	**-**	**-**	**-**	**-**	**-**	**90**	**(12)**
	SERVICE TOTAL	**(1,145)**	**1,044**	**(452)**	**(51)**	**(730)**	**(1,457)**	**(181)**	**104**	**512**	**197**	**(131)**

APPENDIX CH

SUMMARY OF OUTTURN POSITION ON CONTINGENCY BUDGETS

	Original Budget £	Virements (to) Service Lines / from Earmarked Reserves £	Committed YTD £	Currently Uncommitted Budgets £
General Contingency	353,036		83,944	269,092
Housing Assistance for 1st Time Buyers	1,050,000	-	1,050,000	-
Salary and Grading	300,000	-	300,000	-
Other Earmarked Reserves	206,250	-	206,250	-
Trainee Scheme	340,000	-	340,000	-
Total General and other Contingencies	**2,249,286**	**-**	**1,980,194**	**269,092**

APPENDIX D

AGENCY COSTS APRIL 2026 TO JUNE 2026

Service	Amount £	Source of Funding (Specific Core Budget / Un-utilised staffing budget / Grant / External Contribution)	Permanent / Temporary	Reason for Cover
Economic & Regeneration	12,746	Core Budget	Temporary	To cover vacant post
	18,455	Core Budget	Temporary	Backlog of work
	31,200			
Schools	101,609	Core Budget	Temporary	Supply teachers
	101,609			
Waste	94,001	Specific Core Budget	Temporary	Specific Tasks on Site
	94,001			
Council Business	29,374	Unutilised Staffing Budget and Council general balances	Temporary	To cover vacant posts
	2,900	Unutilised staffing budget & Reserves	Temporary	Cover for vacant post then support for new post holder
	16,872	Reserves	Temporary	Support for new post holder
	17,428	Unutilised staffing budget & Reserves	Temporary	To cover vacant post
	66,573			
Children Services	21,323	Core Budget	Temporary	To cover vacant post
	21,323			
Adult Services	111,558	Core Budget		To cover vacant post
	111,558			
Resources	11,899	Un-utilised staffing budget	Temporary	Cover for vacant post & handover to new post holder
	9,669	Un-utilised staffing budget	Temporary	Temporary Subsidy Officer
	3,238	Reserves	Temporary	Temporary Senior Revenues Recovery Agent
	9,447	Un-utilised staffing budget	Temporary	Temporary cover for sickness absence
	3,113	Un-utilised staffing budget	Temporary	To complete internal audit of financial system
	37,365			
Total	**463,629**			

APPENDIX DD

SUMMARY OF CONSULTANCY EXPENDITURE QUARTER 1 2026/27

Service	Quarter 1 £	Total 2026/27 £
Central Education	12,560	46,122
Culture	0	0
Economic & Regeneration	118,408	1,082,399
Property	0	4,405
Highways	0	222,271
Schools	0	4,600
Waste	4,722	56,897
HRA	0	31,623
Housing	0	0
Corporate & Democratic	0	3,200
Adult Services	0	0
Children's Services	0	0
Corporate	0	0
Transformation	0	0
Council Business	3,000	0
Resources	24,040	67,224
Total	**162,730**	**1,518,741**
Funded by:		
Core Budget	68,669	552,906
Grant	84,921	102,380
External Contribution	9,140	728,235
Reserves / Provisions	0	135,220
Total	**162,730**	**1,518,741**

SUMMARY OF COST OF CHANGE FUND EXPENDITURE AT OUTTURN 2026/27

Gwasanaeth / *Service*	Disgrifiad / *Description*	Cyllideb / *Budget* £	Gwariant / *Expenditure* £	Cyllideb sy'n cael ei ddwyn ymlaen i 2026/27/ *Budget Carried Forward to 2026/27* £	Diweddariad Prosiect / *Project Update*
Adnoddau *Resources*	**Gweithredu System Telesolutions i gysylltu gyda cwsmeriad y Gwasanaeth Refeniw a Budd-Daliadau /** *Implement Telesolutions system to contact customers of the Revenue and Benefits Service*	4,500	0	4,500	**Nid yw'r gwaith yma wedi dechrau eto, mae gwaith Citizen Access angen ei gwblhau yn gyntaf. /** *This work has not yet started, work on Citizens Access needs to be completed first.*
Adnoddau *Resources*	**Cefnogaeth gan Ymgynghorwyr o'r Cwmni Meddalwedd i wneud defnydd llawn o'r modiwlau ad-ennill dyledion ac i weithredu'r modiwlau bilio blynyddol /** *Support from Software Company Consultants to make full use of the debt recovery modules and to implement the annual billing modules*	21,000	21,000	0	**Mae gwaith wedi ei gwblhau bellach ar y modiwlau yma.** / *Work has now been completed on these modules.*
Adnoddau *Resources*	**Gweithredu modiwlau ychwanegol yn y System Casglu Incwm** / *Implement additional modules in the Income Collection System*	8,370	8,370	0	**Mae gwaith wedi ei gwblhau bellach ar y modiwlau yma. /** *Work has now been completed on these modules.*

Gwasanaeth / *Service*	Disgrifiad / *Description*	Cyllideb / *Budget*	Gwariant / *Expenditure*	Cyllideb sy'n cael ei ddwyn ymlaen i 2026/27/ *Budget Carried Forward to 2026/27*	Diweddariad Prosiect / *Project Update*
Plant *Children*	**Defnyddio Microsoft Co-Pilot i gofnodi cyfarfodydd achosion yn y Gymraeg a'r Saesneg** / *Use Microsoft Co-Pilot to Minute Case Conference meetings in both Welsh and English*	32,640	27,195	5,445	**Tra oedd gwaith yn cael ei wneud ar ddatblygu'r achosion defnydd, mae'r rhagofynion technegol sydd eu hangen i ddefnyddio CoPilot yn effeithiol wedi'u cwblhau. Mae'r rhain yn cynnwys creu sianel Amlder Diweddariad "Office" newydd a'r ffurfwedd cysylltiedig, a grŵp i ddosrannu'r trwyddedau yn ddeinamig. Mae profion ar gywirdeb trawsgrifio, a'i allu i wahaniaethu rhwng cynnwys Saesneg a Chymraeg wedi nodi problemau sylweddol gyda chywirdeb y trawsgrif, sy'n cwestiynu ei effeithiolrwydd ar gyfer tasgau trawsgrifio. Mae'r pryderon hyn wedi cael eu trosglwyddo i Dîm Cyfrif Cymraeg a Rheoli Cynnyrch Microsoft. Mae profion gan swyddogion wedi nodi bod y dechnoleg yn cyflawni ymchwil yn effeithiol, yn cyfuno canfyddiadau ac yn creu drafftiau o ddogfennau. Mae'r tîm prosiect yn adolygu'r canfyddiadau, gyda golwg o argymell newid amcanion y prosiect a chanolbwyntio fwy ar lwyth gwaith gweinyddol ar draws amryw o wasanaethau. /** *While work was being undertaken on developing the use-cases, the technical pre-requisites required to deploy CoPilot effectively have been completed. These include creating a new Office Update Frequency channel and the associated configuration, and a group to dynamically assign the licenses. Testing of the transcription accuracy and it's ability to discern English and Welsh content has identified significant issues with transcript accuracy, putting its effectiveness into question for transcription tasks. These concerns have been relayed to Microsoft's Welsh Account and Product Management teams. Officer testing has identified the technology effectively undertakes research, compiles findings and generates draft documents. The project team is reviewing the findings, with a view to recommending altering the project aims and re-focusing on administrative workloads across a variety of services.*
Priffyrdd, Gwastraff ac Eiddo	**Cynnal adolygiad o drefniadau trafnidiaeth ar draws y Cyngor** cyfan / *Undertake a review of the*	40,000	37,357	2,643	**Mae'r ymgymghorwyr wedi cwblhau eu adroddiad. Bydd angen cytuno ar y ffordd ymlaen yn dilyn hynny.** / *The consultants have*

Gwasanaeth / *Service*	Disgrifiad / *Description*	Cyllideb / *Budget*	Gwariant / *Expenditure*	Cyllideb sy'n cael ei ddwyn ymlaen i 2026/27/ *Budget Carried Forward to 2026/27*	Diweddariad Prosiect / *Project Update*
Highways, Waste and Property	*Council's transport arrangements across the whole Council*				*completed their report. Following this, a way forward will need to be agreed.*
Hamdden *Leisure*	**Peiriannai "Chip a Pin" i'w ddefnyddio gan y Wardeiniaid Traeth /** *Chip and Pin Machines for use by Beach Wardens*	15,340	10,628	4,712	**System newydd yn weithredol o Pasg 2026 a bydd gweddill y costau'n daladwy. /** *New system became live from Easter 2026 and remainder of the costs will be payable.*
Cyrchfan *Destination*	**System Dosbarthu Tanwydd Harbwr Amlwch /** *Fuel Dispensing System Amlwch Harbour*	8,000	5,929	2,017	**Mae'r gwaith diweddaru wedi'i gwblhau. Disgwyl cadarnhâd bod y system diwygiedig yn cyrraedd y gofynion. /** *Upgrade work has been completed. Awaiting confirmation that the revised system meets the requirements.*
Gwarchod y Cyhoedd *Public Protection*	**System Rheoli Achosion Gwarchod y Cyhoedd /** *Public Protection Case Management System*	150,000	0	150,000	**Nid yw'r gwaith yma wedi dechrau eto. /** *This work has not yet started.*
Tai *Housing*	**Modiwl Digartrefedd - System Orchard Tai /** *Homeless Module - Orchard Housing System*	37,950	0	37,950	**Nid yw'r gwaith yma wedi dechrau eto. /** *This work has not yet started.*
	CYFANSWM / ***TOTAL***	**317,800**	**110,479**	**207,321**	

Isle of Anglesey County Council

REPORT TO:	**EXECUTIVE**
DATE:	**22 SEPTEMBER 2026**
SUBJECT:	**BUDGET MONITORING REPORT FIRST QUARTER 2026/27 - CAPITAL**
PORTFOLIO HOLDER(S):	**CLLR ROBIN WILLIAMS – DEPUTY COUNCIL LEADER & PORTFOLIO HOLDER FINANCE & CORPORATE BUSINESS AND CUSTOMER EXPERIENCE**
HEAD OF SERVICE / DIRECTOR:	**MARC JONES, DIRECTOR OF FUNCTION (RESOURCES) AND SECTION 151 OFFICER**
REPORT AUTHOR:	**JEMMA ROBINSON, CAPITAL ACCOUNTANT**
LOCAL MEMBERS:	**N/A**

A – Recommendation(s) and reasons

- It is recommended that the Executive notes the progress of expenditure and receipts against the capital budget 2026/27 at quarter 1.
- Approve the additional schemes, amounting to £7.438m, to the capital programme and amendments to funding, as per Appendix C, which will result in a revised capital budget of £72.127m for 2026/27.

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

Not applicable

C – Why is this a decision for the Executive?

- This report sets out the financial performance of the capital budget for the first quarter of the financial year.
- Budget monitoring is a designated Executive function.

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

Yes

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

The decision amends the 2026/27 capital budget approved by the Council in March 2026, by adding grant funded projects to the capital programme and adjusting the funding of specific projects, as set out in Appendix C.

Dd – Assessment of potential impacts (if relevant)

1. How does this decision affect our long-term needs as an island?

The capital budget funds investments in assets and infrastructure which are required to allow the Council to meet the long term objectives which are set out in its Corporate Plan and Capital Strategy.

2. Is this a decision that is anticipated to prevent future costs/dependencies on the Council? If so, how?

Some of the individual investments, e.g. flood prevention work, will prevent future costs, whilst others, e.g. Integrated Care Fund (ICF) projects, will reduce the dependency on the Council to provide more expensive services.

3. Have we collaborated with other organisations to come to this decision? If so, with whom?

Funding of the projects has been agreed and planned with other organisations, notably Welsh Government.

4. Have the citizens of Anglesey played a part in drafting this way forward, including those directly affected by the decision? Explain how.

The Council's Corporate Plan and Capital Programme 2026/27 have been subject to a consultation process with Anglesey citizens.

5. Note any potential impact this decision would have on the protected groups under the Equality Act 2010.

Some of the projects funded by the capital programme do impact on the equalities agenda, e.g. disabled access in schools, disabled facilities grant (DFG). No impact on the Welsh language.

6. If this is a strategic decision, note any potential impacts the decision would have on those experiencing socio-economic disadvantage.

No impact identified from the decision.

7. Please note any potential effects that this decision would have on opportunities for people to use Welsh and not treat the language less favourably than English.

No effect identified.

E – Who did you consult with and what were their comments?

1. Chief Executive / Leadership Team (LT) (mandatory)	Report has been reviewed by the LT and comments incorporated into the final report.
2. Finance / 151 Officer	n/a – this is the Section 151 Officer's report.
3. Legal / Monitoring Officer (mandatory)	The Monitoring Officer is part of the LT and comments made have been considered.
4. HR	Not applicable
5. Property	Consulted on the elements of the programme that are controlled by Property Services.
6. IT	Not applicable
7. Procurement	Not applicable
8. Scrutiny	Considered by the Finance Scrutiny Panel at its meeting on 3 September 2026.
9. Local members	Not applicable

F – Appendices

Appendix A - Capital Budget Monitoring Report – Quarter 1 2026/27

Appendix B - Summary of the Capital Projects' Expenditure to date against the Capital Budget and the Projected Expenditure at Year-End

Appendix C - Changes to budgets / additional schemes added since budget setting

Ff – Background papers (contact the report author for more information)

- 2026/27 Capital Budget, as approved by the full Council on 5 March 2026;
- 2026/27 Treasury Management Strategy Statement, approved by the full Council on 5 March 2026; and
- 2025/26 Capital Outturn Report, presented to this Committee on 21 July 2026.

APPENDIX A

1. INTRODUCTION

1.1 This is the capital budget monitoring report for the first quarter of the financial year and allows Members to note the progress of capital expenditure and capital receipts against the capital budget.

1.2 In March 2026, the Council approved a capital programme for non-housing services of £22.512m for 2026/27, and a capital programme of £31.572m for the Housing Revenue Account (HRA). In addition, in July 2026, the Executive approved adjusted capital slippage (£8.950m) and additional funding from reserves (£1.655m) to be brought forward from 2025/26, bringing the capital programme for non-housing services to £29.163m, and £35.526m for the HRA. Since the budget setting process, there have been additional schemes added onto the programme, most of which are grant funded, and some amendments to funding, which amounted to £7.438m. This brings the total capital budget for 2026/27 to £72.127m. This is illustrated in the table below:-

Funded By:	Original 2026/27 budget, as approved by full Council £'000	Revised slippage and additional funding from reserves, as approved in July 2026 £'000	Additional schemes / amendments since budget setting £'000	TOTAL £'000
Grant	30,096	3,076	11,607	**44,779**
Supported Borrowing	5,047	351	(82)	**5,316**
Unsupported Borrowing	9,800	2,227	(5,206)	**6,821**
Revenue Contribution	5,418	1,851	1,352	**8,621**
Capital Receipts	271	537	0	**808**
Reserves	3,452	2,088	(233)	**5,307**
Loan	0	475	0	**475**
TOTAL	**54,084**	**10,605**	**7,438**	**72,127**

Please refer to Appendix C for details of changes to budgets / additional schemes added since the budget setting process.

2. PROGRESS ON EXPENDITURE 2026/27

2.1 Below is a summary table of the annual budget of the 2026/27 capital programme and how it is funded, along with the capital expenditure to 30 June 2026: -

Service	Annual Budget £'000	Actual Expenditure £'000	Committed Expenditure £'000	Total Expenditure £'000	Annual Budget Spent %
Housing - General Fund	2,685	20	596	616	23
Housing - HRA	33,263	4,010	0	4,010	12
Lifelong Learning	4,061	68	57	125	3
Economic and Regeneration	12,757	1,737	1,348	3,085	24
Highways	7,689	57	153	210	3
Waste Management	5,043	219	306	525	10
Property	4,781	5	0	5	0
Transformation	1,536	10	42	52	3
Adult Services	312	0	0	0	0
Total	**72,127**	**6,126**	**2,502**	**8,628**	**12**
Funded By:					
Capital Grants	44,779				
Capital Receipts	808				
Supported Borrowing	5,316				
Unsupported Borrowing	6,821				
Revenue Contribution	8,621				
Reserves	5,307				
Loan	475				
Total Funding	**72,127**				

2.2 12% of the General Fund annual budget has been spent to date. All capital schemes and their associated spend can be seen in Appendix B. There are a number of capital grants schemes in 2026/27, and an update on these is provided in Section 3.1 of this report.

2.3 The HRA has spent 12% of the annual budget. For further information on the HRA capital expenditure and projected spend, please refer to the HRA quarter 1 budget monitoring report, presented to this Committee on 22 September 2026.

3. FUNDING

3.1 Capital Grants

3.1.1 There are a number of Capital Grant schemes in the Capital Programme for 2026/27, most of which are underway and progressing, with a brief update on the schemes provided below:-

- **Star – Temporary Stopping Place** - £1.507m has been awarded to enable the Council to develop a Temporary Stopping Place for 10 pitches. The funding relates to 1 April 2026 to 31 March 2028, with £1.261m expected to be drawn down in financial year 2026/27, in line with the payment profile and claim conditions.
- **Enable -** £0.202m has been awarded to help older, disabled and vulnerable people by accelerating discharge from hospital to a safe and comfortable home and reducing delayed transfers of care, preventing inappropriate hospital admission by tackling preventable accidents within the home, reducing care packages and dependency on carers (paid and unpaid) and improving the individual's ability to maintain independence at home. There has been no spend in quarter 1, however, the grant is expected to be utilised in full in line with the grant conditions.
- **Small Scale Grants Work (Flood schemes)** – 5 construction schemes have been approved for 2026/27, with full spend on all schemes anticipated.

- **Active Travel -** £2.085m of Welsh Government (WG) grant has been secured to increase levels of active travel, improve health & well-being, improve air quality, reduce carbon emissions, connect communities and improve active travel access to employment, education and key services, destinations and public transport.
  - £0.500m is for core works covering a number of scheme proposals, broken down to pre-scheme development, minor works and monitoring and evaluation activities.
  - £0.085m in relation to Malltraeth to Newborough – for completion.
  - £1.500m in relation to Benllech, for the delivery of a walking, wheeling & cycle route.

  There has been minimal spend in quarter 1, however, it is anticipated that the grant funding will be spent in full.

- **Ultra Low Emission Vehicle (ULEV) Transformation Fund (2026/27)** - £0.350m has been awarded to promote electric vehicle charging infrastructure projects in alignment with WG's EV Charging Strategy. This funding is to facilitate the continuation of delivering Public EV charging in public car parks and information coordination. The EV Chargepoint Concessionary Agreement tender process has been completed and an intention to award the contract has been issued. However, ongoing discussions are taking place on contract amendments and financial reassurances prior to formal award. Enabling works started at Church Bay site. The funding will be drawn down in full in financial year 2026/27.

- **Bus Infrastructure Improvements** - £0.250m has been awarded to deliver bus infrastructure improvements at 3 - 5 bus stops and install QR codes at rural bus stops. Full expenditure is expected in financial year 2026/27.

- **Road Safety Capital** - £0.500m has been awarded to facilitate highway improvements to overcome corridors that have a number of incidents, including KSI (killed or seriously injured) casualties. Full expenditure of the grant funding is expected in financial year 2026/27.

- **Low Carbon Heat Grant (4 grants)** – Funding has been awarded across four separate grants to the value of £15.7m. All four now have a completion date of financial year 2026/27. WG Energy Service (WGES) is providing grant funding that covers 90% of the costs and the Council is providing match funding for the remaining 10% from existing capital budgets.

- **Additional Learning Needs (ALN) grant (2026/27) -** £0.468m of grant funding has been awarded by WG in 2026/27 to support learners with ALN. The aim of the grant is to optimise learning environments for disabled children and young people, and those with additional learning needs, to increase accessibility, promote inclusive practice, support learning and pupil wellbeing. This will support the objectives of ALN & Education Tribunal (ALNET) and ALN reform, to create a unified bilingual system for supporting children and young people from 0 to 25 with ALN, and the delivery of the Curriculum for Wales in school settings. With the projects that are currently in the programme for delivery under this grant, full spend is expected.

- **Community Focused Schools (CFS) grant (2026/27)** - £0.468m has been awarded to support small and medium scale practical projects to open schools outside the traditional hours, specifically to safely adapt and effectively open schools outside traditional hours, to enable community use of the existing facilities. Full expenditure of the budget expected.

- **Transforming Towns Programme for Amlwch Marine Terminal Project** - £0.920m of grant funding has been awarded to support the refurbishment of Amlwch Marine Terminal building and bring it back into use, including construction costs and professional fees. £0.507m funding remains for financial year 2026/27. Ambition North Wales has agreed to funding from the Growth Deal to support both the Industrial Units and Marine Terminal. Full designs for both the Units and the Terminal have been produced and engagement with occupiers of the Marine Terminal is underway. The Port User Group has been consulted and feedback was positive.
- **Transforming Towns Programme for Ynys Môn Place Making Grant** - £0.294m of grant funding has been awarded to support the regeneration of Amlwch, Llangefni and Beaumaris, and green infrastructure improvements to Dingle Green, Llangefni, which contribute to the WG's Transforming Towns Programme. Additional funding from the Transforming Towns Programme was then secured taking advantage of a regional underspend in quarter 3 of financial year 2025/26. The latest grant award is now £0.952m, running to March 2027 and covering 14 separate property projects across Llangefni, Amlwch, Beaumaris and Holyhead. £0.489m is remaining for financial year 2026/27 and the grant for this financial year should be drawn down in full.

3.2 Capital Receipts

3.2.1 The capital receipts for this year to date and the budgeted capital receipts are:-

	Budget 2026/27 £'000	Received to 30-Jun-26 £'000	Projection to 31-Mar-27 £'000
Council Fund:			
Smallholdings	0	0	0
General	155	0	155
Industrial	0	0	0
Schools	534	130	527
HRA	123	0	123
Total	**812**	**130**	**805**

3.2.2 The projected capital receipts at 31 March 2027 is £0.805m, with £0.130m being received at 30 June 2026 (16%).

3.2.3 Although the projected capital receipts is £0.805m, there is £3.585m of capital receipts available to fund the capital programme, as £2.780m of capital receipts were brought forward from 2025/26 in the capital receipt reserve. Not all of this figure will be available to fund the general fund capital programme as there will be funding earmarked to fund the Sustainable Communities for Learning programme, as part of the Council's match funding, as well as Leisure earmarked reserve to fund leisure improvements, HRA capital receipts, as well as funding earmarked for slippage schemes from previous year.

4. PROJECTED ACTUAL EXPENDITURE 2026/27

4.1 Below is a table with projected Expenditure at 31 March 2027 and the revised funding:-

Service	Annual Budget £'000	Projected Expenditure £'000	Projected (Under) / Over Expenditure £'000	Variance %
Housing General Fund	2,685	2,685	0	0
Housing HRA	33,263	33,425	162	0
Lifelong Learning	4,061	3,086	(975)	(24)
Economic and Regeneration	12,757	12,757	0	0
Highways	7,689	7,689	0	0
Waste Management	5,043	5,043	0	0
Property	4,781	4,365	(416)	(9)
Transformation	1,536	1,181	(355)	(23)
Adult Services	312	312	0	0
Total	**72,127**	**70,543**	**(1,584)**	**(2)**
Funded By:	**Annual Budget £'000**	**Projected Funding £'000**	**Variance £'000**	**Variance %**
Capital Grant	44,779	44,779	0	0
Capital Receipts	808	587	(221)	(27)
Supported Borrowing	5,316	4,340	(976)	(18)
Unsupported Borrowing	6,821	6,686	(135)	(2)
Revenue Contribution	8,621	8,918	297	3
Reserves	5,307	4,758	(549)	(10)
Loan	475	475	0	0
Total Funding	**72,127**	**70,543**	**(1,584)**	**(2)**

4.2 As can be seen from Table 4.1 above, the forecast underspend on the capital programme for 2026/27 is £1.584m, with this being potential slippage into the 2027/28 capital programme. The funding for this slippage will also slip into 2027/28 and will be factored in when producing the Treasury Management Strategy Statement, Capital Strategy and Capital Programme for 2027/28.

The significant underspend forecast in the general fund capital programme is summarised below:-

Lifelong Learning

The disabled access to education buildings capital budget is predicting an underspend due to WG's ALN Grant being used to fund works to enable Disabled Access in Education Buildings for 2026/27. It is requested, at this stage, that any underspend is carried over to fund works in 2027/28 and beyond. An underspend is also predicted in the education buildings capital budget. This is a consequence of the increase to the budget of £0.562m from the Capital Repairs and Maintenance Grant Award 2026/27. There is a conscious decision not to try to push the spend out hurriedly and, rather, to displace it against committed expenditure and carry over to a measured 2027/28 programme.

Property
The Upgrade of Public Conveniences scheme budget will not be spent in full. In recent years, this budget has been used to provide match funding for WG's Brilliant Basics grant programme, which funds 80% of eligible costs. There is no Brilliant Basics Programme in 2026/27, but the Council is hopeful that the programme will run in future years and that the underspent budget will be available to support Brilliant Basics and other grant applications. £0.114m of the original budget has been used against separate public conveniences schemes in financial year 2026/27. It is not considered prudent to commit this budget to wholly Council funded projects this year when there is the prospect of using it to deliver 80% grant funded projects in the future.

It is anticipated that the capital programme for smallholdings will span a couple of financial years, with £0.250m underspend in the current year to be carried forward into financial year 2027/28.

Transformation
Significant investment has been made in upgrading IT assets in schools using WG funding (HWB). It will be necessary for the Council to fund the replacement of these assets when they reach the end of their useful lives. Funds are allocated, when available, to build up a reserve to fund the significant expenditure, over £2m, which will be necessary in 2027/28. £0.259m has been allocated to fund the replacement cost of IT devices and infrastructure in schools, and this is to be carried forward to future years.

4.3 The Capital Financing Requirement (CFR) forecasted at 31 March 2027 is £164.709m, which is the underlying need for the Authority to borrow to be able to fund its Capital Programme. The external borrowing currently stands at £120.844m, meaning the Authority essentially needs to borrow £43.865m to fund the current Capital Programme. If this borrowing is undertaken externally, the Authority will still be within its authorised borrowing limits, as per the 2026/27 Treasury Management Strategy Statement (Appendix 11).

5. FUTURE YEARS

5.1 The Capital Strategy recommended that the 2026/27 Capital Programme funding will be limited to the total of the general capital grant and supported borrowing (as determined by WG) and estimated value of any capital receipts that will be received. It is expected that the 2027/28 capital programme will follow the same principles, with the general capital grant and supported borrowing used to fund the annual replacement of vehicles, investment in ICT, refurbishing existing assets and an annual allocation to meet the cost of statutory DFG. There will also be funding available for the resurfacing of roads and capital projects that attract external grants, and these will be evaluated on a case-by-case basis.

Once the above projects have been funded, any surplus funding available will be used to fund new capital schemes, with priority given to projects which contribute to the Council's objectives, as set out in the Council Plan 2022-2027, and any schemes which can generate future revenue savings or generate additional income.

6. CONCLUSION

6.1 The results at the end of quarter 1, and the associated projected expenditure, shows that the majority of projects are on target to be completed within budget. While some schemes are expected to underspend at this stage, it must be noted that the budgets are committed and required, and slippage to 2027/28 is requested for these schemes to complete next financial year. The Council is also expecting to receive £0.805m of capital receipts in 2026/27 to contribute towards the funding of the Capital Programme.

APPENDIX B

Summary of the Capital Projects' Expenditure to date against the Capital Budget and the Projected Expenditure at Year-End

Service	Annual Budget (£)	Actual Expenditure (£)	Committed Expenditure (£)	Total Expenditure (£)	Annual Budget Spent (%)	Projected Expenditure (£)	Projected Under / Over (£)	Variance (%)
Housing General Fund								
Disabled Facilities Grants (DFG)	1,170,000	0	582,192	582,192	50	1,170,000	0	0
Gypsy & Traveller Site	1,261,335	0	13,500	13,500	1	1,261,335	0	0
Enable Grant	201,991	0	0	0	0	201,991	0	0
Emergency Food Capital	20,000	20,000	0	20,000	100	20,000	0	0
Affordable Housing	31,000	0	0	0	0	31,000	0	0
TOTAL	**2,684,326**	**20,000**	**595,692**	**615,692**	**23**	**2,684,326**	**0**	**0**
Housing HRA								
Central Heating Contract	500,000	0	0	0	(0)	500,000	0	0
Planned Maintenance Contract	3,410,000	274,481	0	274,481	8	3,410,000	0	0
Energy Performance Improvement	3,200,000	395,684	0	395,684	12	3,200,000	0	0
Environmental Works	500,000	52,166	0	52,166	10	500,000	0	0
Acquisition of Existing Properties and Development of new properties	17,708,500	2,242,410	0	2,242,410	13	17,871,188	162,688	1
Public Sector Adaptations	500,000	60,905	0	60,905	12	500,000	0	0
Fire Risk	500,000	-1,550	0	-1,550	(0)	500,000	0	0
Fleet	644,000	266,016	0	266,016	41	644,000	0	0
WHQS	6,300,000	719,911	0	719,911	11	6,300,000	0	0
TOTAL	**33,262,500**	**4,010,026**	**0**	**4,010,026**	**12**	**33,425,188**	**162,688**	**0**
Lifelong Learning								
Disabled Access in Education Building	75,000	0	0	0	0	0	(75,000)	(100)
Refurbish Education Building	2,533,869	67,936	0	67,936	3	1,633,869	(900,000)	(36)
School Safety	63,000	0	0	0	0	63,000	0	0
Childcare Capital Grants Scheme	444,610	0	11,787	11,787	3	444,610	0	0
Valley Childcare Unit	8,268	0	0	0	0	8,268	0	0
ALN 2026/27	468,225	0		0	0	468,225	0	0
CFS 2026/27	468,225	0	45,244	45,244	10	468,225	0	0
TOTAL	**4,061,197**	**67,936**	**57,031**	**124,966**	**3**	**3,086,197**	**(975,000)**	**(24)**

APPENDIX B

Service	Annual Budget (£)	Actual Expenditure (£)	Committed Expenditure (£)	Total Expenditure (£)	Annual Budget Spent (%)	Projected Expenditure (£)	Projected Under / Over (£)	Variance (%)
Economic and Regeneration								
Squash Court - Holyhead	27,100	0	0	0	0	27,100	0	0
Amlwch Lesiure Centre - Court Collaboration	55,500	0	0	0	0	55,500	0	0
Plas Arthur Leisure Centre - Changing Rooms	350,000	0	0	0	0	350,000	0	0
Plas Arthur Leisure Centre - Improvement scheme	2,150,000	4,321	173,856	178,177	8	2,150,000	0	0
THI Phase II (Townscape Heritage Initiative)	1,000,000	674,645	277,729	952,373	95	1,000,000	0	0
Crown Site	731,000	59,824	170,910	230,734	32	731,000	0	0
Amlwch Marine Terminal	507,000	13,984	199,880	213,864	42	507,000	0	0
Tregarnedd Plot 3	500,000	81,220	0	81,220	16	500,000	0	0
Tregarnedd Plot 2 Units	500,000	99,400	182,798	282,198	56	500,000	0	0
Peboc Clearance	500,000	69,142	103,445	172,587	35	500,000	0	0
Amlwch Industrial Units GD (Growth Deal)	500,000	66,656	239,409	306,065	61	500,000	0	0
Place Making Grant	489,000	203,232	0	203,232	42	489,000	0	0
Economic Development & Environmental Wellbeing	323,000	0	0	0	0	323,000	0	0
Porth y Wrach Slipway – Enforcement Cameras	9,000	0	0	0	0	9,000	0	0
Menai Bridge Pier & Pontoons	225,000	0	0	0	0	225,000	0	0
Menai Bridge Toilets & Library Upgrade	150,000	0	0	0	0	150,000	0	0
Amlwch Public Conveniences	140,000	0	0	0	0	140,000	0	0
Llanddwyn Lighthouse & Cottages	100,000	0	0	0	0	100,000	0	0
Beaumaris Pier Improvements	224,000	0	0	0	0	224,000	0	0
Newry Community Centre	51,000	0	0	0	0	51,000	0	0
Maritime Infrastructure	178,000	0	0	0	0	178,000	0	0
Visitor Infrastructure	2,000	0	0	0	0	2,000	0	0
Pride in Place	750,000	0	0	0	0	750,000	0	0
Levelling Up Fund	3,295,000	464,607	0	464,607	14	3,295,000	0	0
TOTAL	**12,756,600**	**1,737,031**	**1,348,026**	**3,085,057**	**24**	**12,756,600**	**0**	**0**
Highways								
Vehicles	363,000	0	0	0	0	363,000	0	0
Gritters	324,000	0	50,137	50,137	15	324,000	0	0
Highways Resurfacing	3,135,000	5,581	0	5,581	0	3,135,000	0	0
Flood Relief Schemes (Match Funding)	269,902	0	0	0	0	269,902	0	0
Highways Depot	155,000	0	0	0	0	155,000	0	
Small scale grants work	127,321	43,387	4,000	47,387	37	127,321	0	0
Active Travel	2,085,000	286	59,629	59,915	3	2,085,000	0	0
Road Safety Capital	500,000	4,478	0	4,478	1	500,000	0	0
Bus Infrastructure	250,000	0	6,368	6,368	3	250,000	0	0
ULEV	350,000	3,442	12,088	15,529	4	350,000	0	0
EV Charging Infrastructure	130,000	0	20,451	20,451	16	130,000	0	0
TOTAL	**7,689,223**	**57,175**	**152,672**	**209,847**	**3**	**7,689,223**	**0**	**0**
Waste Management								
Waste Projects	5,043,000	219,326	306,086	525,411	10	5,043,000	0	0
TOTAL	**5,043,000**	**219,326**	**306,086**	**525,411**	**10**	**5,043,000**	**0**	**0**

APPENDIX B

Service	Annual Budget (£)	Actual Expenditure (£)	Committed Expenditure (£)	Total Expenditure (£)	Annual Budget Spent (%)	Projected Expenditure (£)	Projected Under / Over (£)	Variance (%)
Property								
Refurbish Existing Assets	1,236,500	0	0	0	0	1,236,500	0	0
Refurbishment and Repairs - Council Offices	235,000	0	0	0	0	235,000	0	0
Refurbishment and Repairs - Council Offices Doors	37,000	0	0	0	0	37,000	0	0
Refurbishment and Repairs - Care Homes	451,000	5,071	0	5,071	1	451,000	0	0
Smallholdings	400,000	0	0	0	0	150,000	(250,000)	(63)
Solar Car Ports	459,000	0	0	0	0	459,000	0	0
Invest To Save Property	16,000	0	0	0	0	16,000	0	0
Low Carbon Heat Grant - Council Offices	24,000	0	0	0	0	24,000	0	0
Low Carbon Heat Grant - 231	167,000	0	0	0	0	167,000	0	0
Low Carbon Heat Grant - 249	281,000	0	0	0	0	281,000	0	0
Low Carbon Heat Grant - 250	979,000	0	0	0	0	979,000	0	0
Low Carbon Heat Grant - 251	329,000	0	0	0	0	329,000	0	0
Upgrade Public Conveniences	166,000	0	0	0	0	0	(166,000)	(100)
TOTAL	**4,780,500**	**5,071**	**0**	**5,071**	**0**	**4,364,500**	**(416,000)**	**(9)**
Transformation								
ICT	922,000	10,315	41,606	51,921	6	922,000	0	0
Hwb IT	614,000	0	0	0	0	259,000	(355,000)	(58)
TOTAL	**1,536,000**	**10,315**	**41,606**	**51,921**	**3**	**1,181,000**	**(355,000)**	**(23)**
Adult Services								
Refurbishment and Repairs - Gors Felen	312,000	0	0	0	0	312,000	0	0
TOTAL	**312,000**	**0**	**0**	**0**	**0**	**312,000**	**0**	**0**
TOTAL	**72,125,346**	**6,126,879**	**2,501,112**	**8,627,991**	**12**	**70,542,034**	**(1,583,312)**	**(2)**

APPENDIX C

Changes to budgets / additional schemes added since budget setting

Scheme	Budget £	FUNDING Grant £	Capital Reserve £	Supported borrowing £	Unsupported borrowing £	Revenue Contribution £
Star Stopping Site	1,261,335	1,261,335				
Active Travel	2,085,000	2,085,000				
Bus Infrastructure	250,000	250,000				
ULEV	350,000	350,000				
Road Safety	500,000	500,000				
Flood schemes	127,321	108,223			19,098	
Flood scheme match funding	(19,098)				(19,098)	
ALN	468,225	468,225				
CFS	468,225	468,225				
Enable	201,991	201,991				
Education small grant	390,610	390,610				
Additional capital - Schools	561,869	561,869				
Squash court	27,100	24,390	2,710			
Valley Childcare Unit	8,268	8,268				
Emergency Food Capital	20,000	20,000				
THI Phase II	1,000,000	1,000,000				
Tregarnedd Plot 3	500,000	500,000				
Tregarnedd Plot 2 Units	500,000	500,000				
Peboc Clearance	500,000	500,000				
Amlwch Industrial Units GD	500,000	500,000				
Highways - amendment to funding	0	30,000	52,000	(82,000)		
Waste - amendment to funding	0	358,000	(358,000)			
DFG - amendment to funding	0	(70,000)	70,000			
HRA	(2,263,500)	1,591,000			(5,206,000)	1,351,500
TOTAL	**7,437,346**	**11,607,136**	**(233,290)**	**(82,000)**	**(5,206,000)**	**1,351,500**

This page is intentionally left blank

Isle of Anglesey County Council	
Report to:	**EXECUTIVE**
Date:	**22 SEPTEMBER 2026**
Subject:	**HOUSING REVENUE ACCOUNT BUDGET MONITORING, QUARTER 1 2026/27**
Portfolio Holder(s):	**CLLR ROBIN WILLIAMS – DEPUTY LEADER & PORTFOLIO HOLDER FINANCE, CORPORATE BUSINESS & CUSTOMER EXPERIENCE** **CLLR CARWYN JONES – PORTFOLIO HOLDER HOUSING & COMMUNITY SAFETY**
Head of Service / Director:	**MARC JONES - DIRECTOR OF FUNCTION (RESOURCES) & SECTION 151 OFFICER** **(EXT. 2601)**
Report Author: **Tel:** **E-mail:**	**ŠÁRKA TIMAROVÁ** **SarkaTimarova@ynysmon.llyw.cymru**
Local Members:	**N/A**

A – Recommendation/s and reason/s

1. The Executive is requested to note the following: -

(i) The position set out in respect of the financial performance of the Housing Revenue Account (HRA) for quarter 1 2026/27.

(ii) The forecast outturn for 2026/27.

2. Background

(i) The revenue budget was set with a budgeted surplus of £6,770k.

(ii) The gross capital budget for 2026/27 is £33,263k. Grant funding budget of £18,882k reduces the net budget to £14,381k.

(iii) The combination of both the revenue budget and adjusted capital budget gave a planned budget deficit of £7,611k, of which £1,851k to be funded from the HRA reserve, with the balance of £5,760k to be funded by external borrowing.

(iv) The HRA is 'ringfenced', and its reserves cannot be transferred to the General Fund, nor can General Fund reserves be used to fund the HRA.

3. This report sets out the financial performance of the HRA for the period from 1st April 2026 to 30th June 2026.

4. Revenue income and expenditure

4.1 Income financial performance at quarter 1 was in line with the budget.

4.2 At the end of quarter 1, repairs and maintenance expenditure is broadly on budget, with small forecasted overspend on materials and subcontractors. This is projected to be offset by savings due to vacancies in operative roles.

4.3 Supervision and management mostly consist of staffing costs. Due to unfilled vacancies, we are forecasting an underspend in the region of £210k at year end.

4.4 Year end adjustments covers items of expenditure (capital financing costs and recharges from the General Fund) that form part of the year end accounting process. At the end of quarter 1, we are forecasting a break even position at year end.

5. Capital income and expenditure

5.1 **Existing stock.** A budget of £15,554k was allocated to capital works on existing housing stock.

- WHQS expenditure – The £6,300k budget is allocated to tackle WHQS (Welsh Housing Quality Standard) refusals and capital elements upgraded at change of tenancy, as well as to continue with Year 3 of a 5-year programme for the replacement of kitchens which now exceed 15 years in age.

- Fire Risk expenditure – The £500k budget is planned to be spent on ensuring compliance with the Regulatory Reform Order 2005.

- Public Sector Adaptations expenditure – Housing Services expects that demand for medium or large-scale adaptations will remain constant, and the allocated budget of £500k will fund works such as installing stair-lifts, level access showers, ramps and extensions.

- Energy Performance expenditure –This budget line funds a 5-year programme for the longer-term delivery of renewable energy and decarbonisation measures, primarily involving the installation of solar PV systems and battery storage. The programme will continue to focus on properties that are not connected to the mains gas network throughout 2026/27.

- Planned Maintenance expenditure – The total budget allocated for traditional Planned Maintenance work is £3,410k. The work primarily involves planned works at Ffordd Wynfa in Holyhead and at Tyddyn To flats in Menai Bridge.

- Environmental Works Expenditure – A total budget of £500k is allocated towards the programmed demolition of garages which are no longer viable to maintain, and towards targeted estate improvements and upgrading treatment.

- Central Heating Contract Expenditure – A budget of £500k has been allocated to commence a programme of planned electrical storage heating upgrades.

- Fleet Renewal – The budget allocates the sum of £644k for a rolling programme of renewing the van stock utilised by operatives.

5.2 **Acquisition of Existing Properties and Development of new properties.** A budget of £17,708k has been allocated to activities which increase the HRA rentable stock.

- New developments
  New developments at Cae Braenar in Holyhead and the Newborough Old School Site will be finished in quarter 2 or 3. These projects should add 23 and 14 units respectively to the lettable stock during 2026/27. Three more units will be added in Llangefni and Llanfaethlu.

- Collaboration with Social Services
  There are several active projects where HRA collaborates with the Council's Social Services department. The development of the extra care facility in Menai Bridge is under way. Additionally, three properties were acquired and are being developed to meet the needs of Social Services.

- Acquisitions and Renovations
  The focus in 2026/27 is on renovations of previously acquired properties, with the expectation that the budget of £1,270k will fund completing 15 units to be added to lettable stock during the year.

- New Projects in Initial Stages and Preplanning
  Several projects are in their initial stages, namely developments at Plas Penlan in Llangefni, Maes Mona in Amlwch and at the Magistrate's Court in Holyhead.

6. HRA balance and external borrowing

6.1 The opening balance of the HRA reserve stood at £3,065k. The budget allowed for the use of £1,851k of this balance, leaving the minimum level of reserve balance of £1,214k, as set out in the HRA Business Plan. This equates to 5% of the dwelling rental income budget for 2026/27.

6.2 The net funding deficit for the year is forecasted at £5,625k, which will require external borrowing. The annual cost (interest and Minimum Revenue Provision (MRP)) has been factored into the 2026/27 revenue budget and into the 30 year business plan.

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

Not applicable

C – Why is this a decision for the Executive?

This matter is delegated to the Executive.

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

Yes

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

Yes

Dd – Assessing the potential impact (if relevant):

1	How does this decision impact on our long term needs as an Island?	The report is for monitoring purposes only and is used, along with other reports, to set the HRA business plan and annual budget. In setting the annual budget, the impact on the long term needs of the Island will be assessed.
2	Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority? If so, how?	Not applicable
3	Have we been working collaboratively with other organisations to come to this decision? If so, please advise whom.	Not applicable

4	Have Anglesey citizens played a part in drafting this way forward, including those directly affected by the decision? Please explain how.	Housing Services regularly consult with their tenants and the results of those consultations are fed into the business planning process and then on to the annual budget process.
5	Note any potential impact that this decision would have on the groups protected under the Equality Act 2010.	Not applicable
6	If this is a strategic decision, note any potential impact that the decision would have on those experiencing socio-economic disadvantage.	Not applicable
7	Note any potential impact that this decision would have on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.	Not applicable
E – Who did you consult?		**What did they say?**
1	Chief Executive / Leadership Team (LT) (mandatory)	The report was considered by the LT. Any comments will have been incorporated into the report.
2	Finance / Section 151 (mandatory)	N/A – this is the Section 151 Officer's report.
3	Legal / Monitoring Officer (mandatory)	The Monitoring Officer is a member of the LT and comments will have been considered and incorporated into the report.
4	Human Resources (HR)	N/A
5	Property	N/A
6	Information Communication Technology (ICT)	N/A
7	Procurement	N/A
8	Scrutiny	The results of the HRA quarterly monitoring reports are reported to the Finance Scrutiny Panel.
9	Local Members	N/A

F - Appendices:

- Appendix A – Revenue expenditure and forecasts to end of quarter 1 2026/27
- Appendix B – Capital expenditure and forecasts to end of quarter 1 2026/27
- Appendix C – New Build capital schemes and forecast to end of quarter 1 2026/27

Ff - Background papers (please contact the author of the Report for any further information):

- HRA 30 Year Business Plan 2026-2056 (as approved by this Committee in March 2026).

Appendix A

HOUSING REVENUE ACCOUNT BUDGET 2026/27

	Current budget 26/27	Spend/(income) at Q1	Year end forecast at Q1	Year end variance
	£000	£000	£000	£000
Income				
Rent income	(24,534)	(6,572)	(24,534)	-
Service charges	(283)	(86)	(283)	-
Other income	(305)	(80)	(317)	(12)
Income total	**(25,122)**	**(6,738)**	**(25,134)**	**(12)**
Expenditure				
Repairs and Maintenance	4,170	1,173	4,225	55
Responsive repairs		*510*	*2,997*	-
Planned and cyclical work		*13*	*210*	-
Vacant dwellings		*650*	*1,018*	-
Shared and rechargeable services	958	514	994	36
Operative employees costs	2,368	512	2,219	(149)
Ovearheads and other expenditure	724	221	707	(17)
Repairs and maintenance total	**8,219**	**2,420**	**8,144**	**(75)**
Supervision and management	**5,757**	**1,421**	**5,547**	**(210)**
Total operations	**(11,146)**	**(2,898)**	**(11,443)**	**(297)**
Year end adjustments				
Financing costs and bad debt provision	3,485	-	3,485	(0)
Recharge from centreal services	865	-	865	-
Recharge from the housing services	25	-	25	-
Total Year end adjustments	**4,376**	**-**	**4,376**	**(0)**
Total revenue (surplus)/deficit	**(6,770)**	**(2,898)**	**(7,067)**	**(297)**
Capital expenditure account				
Capital expenditure	33,262	4,010	33,425	163
Capital grants receivable	(18,882)	(18,882)	(18,882)	-
Other contributions	-	-	-	-
Total capital (surplus)/deficit	**14,380**	**(14,872)**	**14,543**	**163**
Capital deficit funded by				
Revenue surplus	(6,770)	-	(7,067)	(297)
HRA reserve	(1,851)	-	(1,851)	-
Unsupported borrowing	(5,759)	-	(5,625)	134
Total funding of capital expenditure	**(14,380)**	**-**	**(14,543)**	**(163)**
Opening HRA balance	(3,065)	-	(3,065)	-
Net (increase)/decrease in HRA reserve	1,851	-	1,851	-
Closing HRA reserve	**(1,214)**	**-**	**(1,214)**	**-**

Appendix B

HOUSING REVENUE ACCOUNT CAPITAL BUDGET 2026/27

	Expenditure				Funded by		
	Annual budget 2026/27	Expenditure Q1	Year end forecast	Year end variance	Grant	HRA	Borrowing
	£000	£000	£000	£000	£000	£000	£000
Acquisition of Existing Properties and Development of New Properties	17,708	2,242	17,871	163	14,911		2,960
Central Heating Contract	500	-	500	-		500	
Planned Maintenance Contract	3,410	274	3,410	-		3,410	
Energy Performance Improvement	3,200	396	3,200	-	1,280		1,920
Environmental Works	500	52	500	-		500	
Public Sector Adaptations	500	61	500	-		500	
Fire Risk Management	500	(2)	500	-		500	
WHQS	1,500	14	1,500	-		1,500	
Kitchen Replacement Programme	4,800	706	4,800	-	2,690	1,364	746
Fleet Renewal	644	266	644	-		644	
Total	**33,262**	**4,010**	**33,425**	**163**	**18,881**	**8,918**	**5,626**

APPENDIX C

NEW DEVELOPMENT BUDGET 2026/27

Schemes / Projects	**Number of additional units**	**Expenditure**				**Funded by**		
		Budget 2026/27	**Expenditure Q1**	**Year end forecast**	**Year end variance**	**Grant**	**HRA**	**Borrowing**
		£000	**£000**	**£000**	**£000**	**£000**	**£000**	**£000**
New build dwellings								
Newborough Old School Site	14	282	112	282	-			282
Cae Braenar, Caergybi	23	775	77	775	-	12		763
Parc Y Coed, Llangefni, Phase 2	2	18	0	18	-			18
Stad y Bryn, Llanfaethlu	10	64	105	120	56			120
Acquisition of existing properties								
Acquisitions	2	202	310	310	107			310
Refurbishment	15	1,068	608	1,068	-			1,068
Collaboration with Social Services	3	900	585	900	-	600		300
Aethwy Extra Care	73	14,299	435	14,299	-	14,299		
Projects in pre-development stages		100	10	100	-			100
Total	**142**	**17,708**	**2,242**	**17,871**	**163**	**14,911**	**-**	**2,960**

This page is intentionally left blank

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	**EXECUTIVE**
Date:	**22 SEPTEMBER 2026**
Subject:	**ANNUAL TREASURY MANAGEMENT REVIEW FOR 2025/26**
Portfolio Holder(s):	**CLLR ROBIN WILLIAMS – DEPUTY LEADER & PORTFOLIO HOLDER – FINANCE & CORPORATE BUDINESS & CUSTOMER EXPERIENCE**
Head of Service / Director:	**MARC JONES – DIRECTOR OF FUNCTION (RESOURCES) / SECTION 151 OFFICER**
Report Author: Tel: E-mail:	**MARC JONES** marc.jones@ynysmon.llyw.cymru
Local Members:	**n/a**

A –Recommendation/s and reason/s

Recommendation

The Executive is requested to consider the report and recommend that the full Council approves the report at the County Council meeting on 24 September 2026.

Reasons

CIPFA's Code of Practice for Treasury Management 2021 and the CIPFA Prudential Code 2021 (The Code), requires that the Council's body charged with overseeing the Council's Treasury Management function receive a quarterly update on the Council's treasury management performance and its compliance with the constraints set in the Treasury Management Strategy.

The report provides an economic update, sets out the current position in respect of borrowing, outlines the investment performance and measures the Council's current position against the performance indicators set out in the annual Treasury Management Strategy. Any breaches of the Treasury Management Strategy are also noted in the report.

The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.

Conclusion

The Council's borrowing position remains unchanged, investment performance is good, with investment returns exceeding the budget, the Council remains within the constraints set by the Annual Treasury Management Strategy Performance Indicators and there have been no reportable breaches of the Strategy.

This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Governance and Audit Committee and Executive before they were reported to the full Council.

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

The report is mainly for information purposes, and no decisions are required and, as such, no options require consideration.

C – Why is this a decision for the Executive?
As the body charged by the Council with ensuring good governance of treasury management, this is a matter for the Executive to consider. It also ensures compliance with the Local Government Act 2003 and the CIPFA Prudential Code 2021.

CH – Is this decision consistent with policy approved by the full Council?
No formal decision is required, but the information contained in the report provides assurance that the Council is complying with the Annual Treasury Management Strategy, which was approved by the full Council on 6 March 2025.

D – Is this decision within the budget approved by the Council?
No decision required in respect of this report which will impact on the budgetary position of the Council.

DD – Assessing the potential impact (if relevant):		
1	How does this decision impact on our long term needs as an Island?	Treasury Management is key to facilitating sustainability for the long-term needs of the Island, as borrowing plans help to fund capital expenditure to ensure assets are available now and into the future. Treasury plans must also be affordable to ensure that future generations are not disadvantaged by Treasury Management decisions taken in the short and medium term.
2	Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority? If so, how?	The Treasury Management strategy and activity must be affordable to mitigate the impact on the future. Some capital expenditure funded by borrowing, such as Sustainable Communities for Learning, and other invest to save schemes funded by borrowing may help to reduce future costs.
3	Have we been working collaboratively with other organisations to come to this decision? If so, please advise whom	Treasury Management activities often fund capital projects in partnership with other organisations, such as Welsh Government (WG).
4	Have Anglesey citizens played a part in drafting this way forward, including those directly affected by the decision? Please explain how.	Anglesey Citizens are consulted each year about the annual capital programme, some of which is dependent on Treasury Management activities.
5	Note any potential impact that this decision would have on the groups protected under the Equality Act 2010.	Newly built assets funded by borrowing will be compliant with the Equality Act and related regulations and guidance. Annual refurbishments and replacement programmes also help to increase accessibility and enable diversity.
6	If this is a strategic decision, note any potential impact that the decision would have on those experiencing socio-economic disadvantage.	This is statutory monitoring of Treasury Management activities, not a strategic decision.

7	Note any potential impact that this decision would have on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.	Some of the projects funded by borrowing have a positive impact on the development and increase of the Welsh Language, such as the Welsh medium schools built as part of the 21st Century Schools Programme / Sustainable Communities for Learning Programme.
E -	**Who did you consult?**	**What did they say?**
1	**Chief Executive / Leadership Team (LT)** (mandatory)	No additional comments
2	**Finance / Section 151** (mandatory)	Report Author
3	**Legal / Monitoring Officer** (mandatory)	No additional comments
4	**Human Resources (HR)**	Not applicable
5	**Property**	Not applicable
6	**Information Communication Technology (ICT)**	Not applicable
7	**Scrutiny**	The report was considered by the Governance & Audit Committee on 16 July 2026.
8	**Local Members**	Not applicable
9	**Any external bodies / other/s**	Not applicable

F - Appendices:

Appendix A – Annual Treasury Management Review for 2025/26

FF - Background papers (please contact the author of the Report for any further information):

- 2025/26 Treasury Management Strategy Statement, approved by the full Council on 6 March 2025
- 2025/26 Capital Strategy, approved by full Council on 6 March 2025

1. COMPLIANCE WITH REPORTING REQUIREMENTS

1.1. Under the requirements of the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code), a number of reports are required to be presented to the Governance & Audit Committee, the Executive and the Full Council during the year. The details of these reports are summarised in Table 1 below.

Table 1
Summary of Treasury Management Reports presented to Committees and Full Council

Report	Governance & Audit Committee	Executive	Full Council
Annual Treasury Management Strategy 2025/26	11 February 2025	27 February 2025	6 March 2025
Treasury Update Report Quarter 1 2025/26	Delegated to Portfolio Holder – Issued 1 October 2025		
Mid Year Treasury Update Report 2025/26	4 December 2025	16 December 2025	5 March 2026
Treasury Update Report Quarter 3 2025/26	Delegated to Portfolio Holder – Issued 19 February 2026		
Annual Review Report 2025/26	16 July 2026	21 July 2025	24 September 2026

2. REVIEW OF 2025/26 – EXTERNAL FACTORS

2.1 A number of factors influence the Council's Treasury Management activities which are outside the Council's control but have a major impact on the Council's borrowing and investment decisions.

2.2 Interest Rates

The level of interest rates at the time decisions are taken and the future trajectory for rates has a significant impact on treasury management decisions and can influence if the Council borrows externally, the length of any borrowing, when the Council ties into longer term investments and where the Council invests its surplus cash.

At the commencement of 2025/26, the Bank of England base rate stood at 4.5% but as inflation fell and the economy slowed, the rate was reduced by 0.25% in May 2025, August 2025 and December 2025 and at the end of the financial year it stood at 3.75%.

Further cuts in the base rate were anticipated during the remainder of 2026, with rates expected to fall to around 3% by late 2026 or early 2027. However, the war in the Middle East has led to an increase in gilt rates and upward pressure on inflation. This will delay any further reductions in base rates until such time that the situation becomes clearer or the war ends and oil prices reduce back towards pre war levels.

2.3 The UK Economy

The UK economy is still operating within major global events which are impacting the global economy, which include the continuing war in Ukraine and the need to increase expenditure on defence, the war in the Middle East and the implementation of trade tariffs by the United States, all of which have the potential to slow down the world economy and increase in oil and energy prices which will drive up inflation.

UK inflation has proved somewhat stubborn throughout 2025/26. Having started the financial year at 3.5%, the CPI measure of inflation peaked at 3.8% from July to September, before dipping to 3% in January and February. Core inflation picked up to 3.2% in February, from 3.1%, and the recent upward pressure on energy costs could see CPI inflation move back towards 4% later this year.

There has been an increase in net tax revenues, mainly from self employment incomes and capital gains tax and this has increased the Chancellor's headroom. However, the possibility of higher inflation and higher interest rates will slow economic growth and will increase the Government's debt repayments. This will reduce the Chancellor's headroom and may result in an increase in public borrowing.

Unemployment has started to rise and this along with falling inflation during 2025 has reduced wage growth with average earnings increasing by 3.3% in January 2026.

UK economic growth remains weak with GDP increasing by 1.4% in 2025, which is 0.3% higher than the previous year, but is expected to slow again in 2026, with growth lower than 1%. The latest forecast for 2026 is 0.7%, which has been revised down from 1.2% following the start of the war in the Middle East.

3 CAPITAL EXPENDITURE 2025/26

3.1 Capital expenditure has a significant impact on the Council's treasury management activity. Capital expenditure can be financed: -

- immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or

- from borrowing: If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

3.2 Table 2 below compares the draft capital expenditure for 2025/26 with the original and revised budgets.

Table 2
Capital Expenditure 2025/26

	2025/26 Original Budget £'m	2025/26 Revised Budget £'m	2025/26 Actual £'m
General Fund	25.929	43.735	29.548
HRA	20.894	26.914	25.114
Total Capital Expenditure	**46.823**	**70.649**	**54.662**
Financed By			
General Fund Grants, Reserves and Revenue Contributions	20.655	35.463	24.702
HRA Grants and Revenue Contributions	9.319	21.852	25.114
General Fund Borrowing	5.274	8.272	4.846
HRA Borrowing	11.575	5.062	0.000
Total Funding	**46.823**	**70.649**	**54.662**
Total Expenditure Funded from Borrowing	**16.849**	**11.291**	**4.846**

3.3 The main areas of variances in the capital expenditure (over £500k) are set out in Table 3 below:-

Table 3
Capital Expenditure Variances 2025/26

Scheme	Underspend £'000	Comments
HRA Capital Improvements	1,800	For further information on the HRA capital expenditure, please refer to the HRA Outturn report, presented to this Committee on 21 July 2026.
School and Council Building Refurbishments, including disabled adaptations	1,107	Underspends on these budgets were expected due to the award of additional grant funding in the year. Welsh Government's Additional Learning Needs (ALN) Grant was used to fund works to enable Disabled Access in Education Buildings for 2025/26. It is expected that the pressure on this budget heading will increase in future as results of access audits will provide a fuller picture of the works required. The Education buildings capital budget underspend was a consequence of grant award of Capital Repairs and Maintenance Grant 2025/26.There is a conscious decision not to try to push the spend out hurriedly, and rather to displace it against committed expenditure and carry over to a measured 2026/27 programme

Scheme	Underspend £'000	Comments
Crown Site redevelopment	731	£936k of grant funding was awarded, covering the period December 2025 to March 2027, therefore the grant spans the next financial year also. Progress has been made on the scheme and is in line with the spending profile. £816k slippage has already been approved in the 26/27 budget paper, with only £731k now required. Grant funding will be carried forward to the 2026/27 financial year.
Holyhead UK Government Regeneration Programme	3,295	Significant underspend was likely due to significant delays being faced within the overall programme delivery. However, an extension to the expenditure deadline has been granted by the Government which should allow the projects to be completed with no loss of funding.
Council Buildings Low Carbon Heat Replacement Programme	1,780	£729k of this underspend is simply 5% retention that we have claimed on the projects to date, being held to be released after successful completion of the projects. The remaining underspend has arisen from a variation request to Welsh Government across three of the projects for additional works that have since not been able to complete within the 2026/27 financial year or have come in under budget. The Energy service has been made aware of the progress of the schemes, with it being anticipated to carry the funding forward to 2026/27 to complete the works.
Transforming Towns - Amlwch Marine Terminal	507	£920k of grant funding was awarded, covering the period September 2025 to March 2027, therefore the grant spans the next financial year also. Progress has been made on the scheme and is in line with the spending profile. £480k slippage has already been approved in the 2026/27 budget paper, with an additional £27k now required. Grant funding will be carried forward to 2026/27.
Transforming Towns - Place Making Grant	489	A total of £952k of grant funding was awarded, covering the period September 2025 to March 2027, therefore the grant spans the next financial year also. Progress has been made on the scheme, with 301k slippage having already been approved in the 26/27 budget paper, with an additional £188k now required. Grant funding will be carried forward to 2026/27.
Waste Projects	1,237	Significant slippage was already anticipated throughout the 2025/26 financial year, due to the service focusing on priority items. £816k slippage has already been approved previously, with an additional £421k now required.
Property schemes (including Plas Arthur)	1,227	As reported in previous quarters, significant underspend on property schemes were anticipated. Improvement works at Plas Arthur faced a significant underspend due to prioritising grant funding to contribute to the works. This funding was prioritised and utilised in full this financial year, with the underspend to be carried forward to 2026/27 to continue the works. Other specific budgets were not utilised due to the service prioritising more pressing matters. £1,529k slippage was already approved in the 2026/27 budget paper in relation to these schemes, with a reduction of £176k now required.
Other Projects	3,814	
Total Underspend 2025/26	**15,986**	

4 IMPACT ON COUNCIL'S FINANCIAL POSITION

4.1 The Council's expenditure on capital and how it is financed impacts on the Council's financial position in respect of the following:-

- Capital Financing Requirement (CFR) – this is the measure of the Council's underlying need to borrow i.e. the sum of capital expenditure which has not been financed through grants, revenue contributions or reserves;
- Level of borrowing;
- The balance between borrowing that is external and borrowing which is funded from the Council's own cash balances (internal borrowing).
- The Council's own reserves and provisions.

4.2 Capital Financing Requirement

In order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure.

Table 4
Capital Financing Requirement and External Borrowing

	Budget £'000	Actual £'000	Variance £'000
Capital Financing Requirement			
Opening Balance	152,389	152,389	-
Capital Expenditure	46,823	54,662	7,839
Right of Use Assets (leases) brought onto Balance Sheet	1,275	1,275	-
Funding from Grants, Balances and Revenue	(29,974)	(49,816)	(19,842)
Minimum Revenue Provision	(1,534)	(1,534)	-
Minimum Revenue Provision – Right of Use Assets	(424)	(424)	-
Closing Balance	**168,555**	**156,552**	**(12,003)**

4.3 Debt Repayments

During 2025/26, annual repayments on PWLB annuity loans totalling £20k and zero interest Salix loans totalling £356k were made. No fixed maturity PWLB loans were repaid in the year.

A total of £5.643m of interest payments were made in respect of PWLB Loans.

4.4 Internal and External Borrowing

When cash balances are sufficient and when investment rates are lower than long term borrowing costs, the Council has followed a policy of internal borrowing, where cash balances are used to fund capital expenditure or fund the repayment of existing loans, rather than borrowing externally. This policy maximises the savings possible. The level of internal borrowing is the difference between the CFR and the outstanding balance of external loans. This is summarised in Table 5 below: -

Table 5
External and Internal Borrowing

	Budget £'000	Actual £'000	Variance £'000
External Borrowing			
Opening Balance	122,082	122,082	-
New Borrowing	16,849	-	(16,849)
Loan Repayments	(376)	(376)	-
Closing Balance	**138,555**	**121,706**	**(16,849)**
A breakdown of the outstanding balance by loan repayment year, by outstanding loan balance per year, by loan type and by Fund is attached as Appendix 1 to 4			
Internal Borrowing			
Opening Balance	30,307	30,307	-
New Borrowing to Replace Internal Borrowing	(26,849)	-	26,849
New Borrowing to Fund Loan Repayments	-	-	-
New Borrowing to Fund Capital Expenditure	16,849	4,846	(12,003)
Loan Repayments in Year	376	376	-
Right of Use Assets (leases) brought onto Balance Sheet	1,275	1,275	-
Minimum Revenue Provision	(1,534)	(1,534)	-
Minimum Revenue Provision Right of Use Assets	(424)	(424)	-
Closing Balance	**20,000**	**34,846**	**14,846**

4.5 The average length to maturity of the existing loans and the average rate of the loans are shown in Table 6 below:-

Table 6
Average Length to Maturity and Average Interest Rate of Outstanding Loans

	31 March 2026		31 March 2025	
	Average Years to Maturity	Average Interest Rate	Average Years to Maturity	Average Interest Rate
PWLB Maturity	18.21 Years	4.47%	19.21 Years	4.47%
PWLB Annuity	4.37 Years	10.87%	5.37 Years	10.57%
Salix	3.67 Years	0.00%	3.63 Years	0.00%

5. INVESTMENTS

5.1 At any one time the Council holds surplus cash which comprises of the Council's general balances, earmarked reserves, school balances, Housing Revenue Account reserves, provisions and useable capital receipts less the level of capital expenditure that is funded through internal borrowing. During the year the amount available to invest changes as capital expenditure is incurred and through the normal daily movement in cash balances.

5.2 The invested funds at the start and end of the financial year are shown in Table 7 below

Table 7
Invested Funds at Beginning and End of Financial Year

	Opening Balance 1 April 2025 £	Closing Balance 31 March 2026 £
Fixed Term Bank Investments	7,000,000	0
Local Authority Investments	0	0
Call & Deposit Accounts	5,961,425	19,786,350
Current Account	257,026	198,055
Total Invested Funds	**13,218,451**	**19,984,405**

5.3 An analysis of the investments by quarter and by counterparty is attached in Appendix 5 and 6.

5.4 The average balance invested in 2025/26 in fixed term investments was £10.13m with an average rate of return of 4.48%. This compares to an average investment of £14.59m in 2024/25 with an average return of 5.05%.

5.5 The average balance held in call accounts in 2025/26 was £20.624m with an average return of 2.83%. This compares to an average balance of £22.175m in 2024/25 with an average return of 3.88%.

5.6 The investments through fixed term investments, call accounts and current accounts generated £1.006m in interest. After allowing for the transfer of interest to bond holders and minor trusts, the investments generated £705k of interest for the general fund, compared to a budget of £450k, £157k for the HRA, compared to a budget of £138k and £144k for schools.

6. COMPLIANCE WITH THE TREASURY MANAGEMENT STRATEGY

6.1 The Annual Treasury Management Strategy for 2025/26 was approved by the Council on 6 March 2025 and it set out a number of principles. How the Council has performed against these principles is detailed below.

6.2 Borrowing Strategy (Paragraph 8.1 & 8.2 of the TMSS 2025/26)

The Council has followed a strategy of using cash reserves to fund capital expenditure (internal borrowing) and only externalises borrowing cash balances fell too low, that there was a sharp rise in interest rates forecast at a time when the Council would have to borrow or if borrowing rates fell below investment rates.

During 2025/26, no new borrowing was undertaken, with the intention of delaying any borrowing for as long as possible as interest rates continued to fall. In March 2025, the Council's cash balances were significantly increased on receipt of £11m of capital seed funding for the Freeport. This allowed the Council to postpone additional borrowing which was planned for March 2025.

The current issues in the Middle East have impacted interest rates and the Council will continue to monitor and if possible, postpone any new borrowing until rates begin to fall again.

6.3 Borrowing in Advance of Need (Paragraph 8.3 of the TMSS 2024/25)

The strategy was clear that the Council would not borrow in advance of need unless value for money could be demonstrated, and that the security of funds could be assured. No borrowing took place during 2025/26.

6.4 Debt Rescheduling (Paragraph 8.4 of the TMSS 2024/25)

Debt rescheduling would be considered if surplus cash was available to facilitate the repayment and that the rescheduling rebalances the portfolio and that the premium payable is lower than the interest saving made.

No rescheduling took place during 2025/26 as there is no urgent need to rebalance the portfolio and the cost of early redemption remains prohibitive.

6.5 Borrowing Counterparties (Paragraph 8.5 of the TMSS 2024/25)

The strategy sets out that the PWLB would remain as the Council's main source of borrowing, although consideration may be given to borrowing from other institutions.

During the year no external borrowing took place.

6.6 Investment Priority (Paragraph 10.2.1 of the TMSS 2024/25)

The strategy sets out that the Council prioritises investments in terms of security, liquidity, yield i.e. the Council prioritises the security of the investment above all other considerations, it then ensures that investments take into account the Council's need to access a level of cash instantly and that the yield generated is the final consideration.

During the year, these investment principles remained in place, and all investments were made in accordance with these principles.

6.7 Investment Counterparties (Paragraph 10.2 – 10.4 of the TMSS 2024/25)

The strategy set out a number of criteria in respect of investment counterparties which covers the credit rating of each institution, set limits on the sums that could be invested with one institution, set limits on the length of investment and set out approved countries for investment.

During the year all the criteria set were complied with and no breaches occurred.

7 PRUDENTIAL INDICATORS

7.1 In addition to the principles set out above, the Strategy also included a number of prudential indicators and authorised limits. The purpose of these indicators place controls on the level of capital expenditure and the level of borrowing to fund the expenditure and measures the affordability of the revenue costs of borrowing. The comparison of the actual performance for 2025/26, compared to the estimate in the original strategy is shown in Table 8 below:-

Table 8
Prudential Indicators 2025/26

PERFORMANCE INDICATORS				
Indicator Group	**Description**	**Treasury Management Strategy Statement 2025/26**	**Draft Final Position at end of Q4**	
Affordability	Ratio of Financing Costs to Net Revenue Stream – General Fund	2.60%	1.83%	
	Ratio of Financing Costs to Net Revenue Stream – Housing Revenue Account (HRA)	10.03%	10.13%	
Capital Financing Requirement (CFR)	Council Fund & HRA	£154.390m	£156.581m	
AUTHORISED LIMITS				
Prudence	Gross debt must be lower than the CFR plus any additional CFR in the next two years	<171.070m	£121.706m	
External Debt	Authorised Limit	< £181.230m	£121.706m	
	Operational Boundary	< £171.230m	£121.706m	
Maturity of Debt	Under 12 months	<20% of total debt = £24.341m	£2.061m	1.69%
	12 months and within 24 months	<20% of total debt = £24.341m	£4.908m	4.03%
	24 months and within 5 years	<50% of total debt = £60.853m	£9.026m	7.42%
	5 years and within 10 years	<75% of total debt = £85.194m	£14.086m	11.57%
	10 years and above	100% = £121.706m	£121.706m	100.00%

7.2 The table above confirms that all the indicators and authorised limits set out in the strategy have been complied with.

8. 2026/27 AND BEYOND

8.1 The Treasury Management Strategy Statement for 2026/27 (approved by the Council on 5 March 2026) sets out the forecasts and strategy for the forthcoming year.

8.2 At the beginning of the financial year, the Council had £20m in liquid cash balances. It is estimated that net cash outflow in 26/27 will be around £9m and this will bring the Council close to the minimum cash balance of £10m. These figures are based on forecasts and will vary mainly due to the timing of capital expenditure and grant funding received from the Welsh Government. In order to ensure that cash balances remain healthy it may be necessary to convert internal borrowing to external borrowing at some point during the year. However, given the potential for interest rates to fall during the later part of 2026 or the early part of 2027, further borrowing will be delayed for as long as possible, in order to minimise future interest costs.

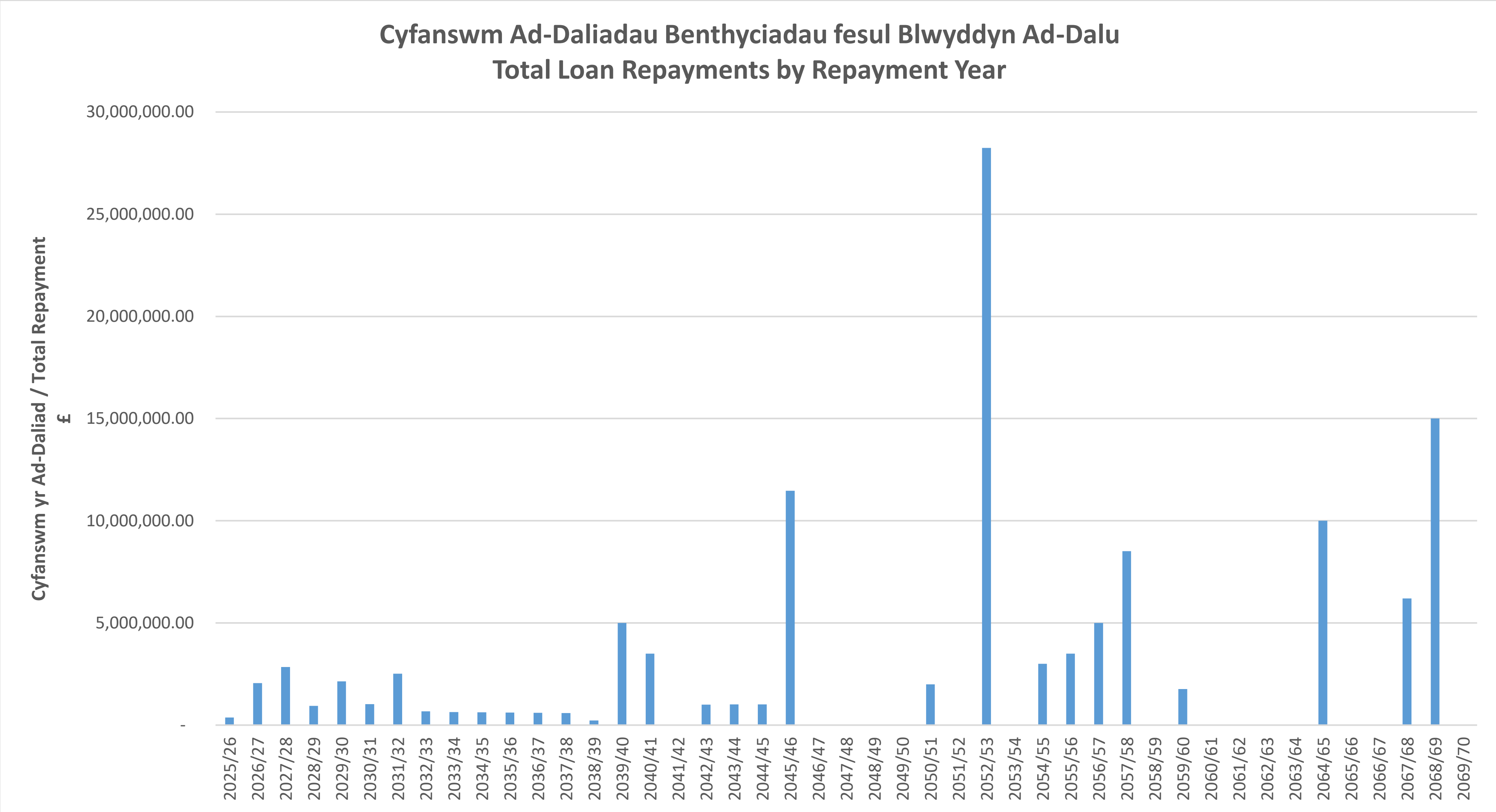
8.3 During 2026/27, one loan dating back to 1994 for £853,800 will be repaid in 2026/27, along with the first HRA buy out loan for £527,601. Further buy out loans will be repaid annually until 2045. In addition, £22,232 annuity loans and £657,692 of Salix loans will be repaid in 2026/27. Further loans totalling £2.847m will be repaid in 2027/28.

9 CONCLUSIONS The Council's Treasury Management performance during the year was in line with the strategy of low risk, low return investments and a planned approach to borrowing designed to minimise interest charges.

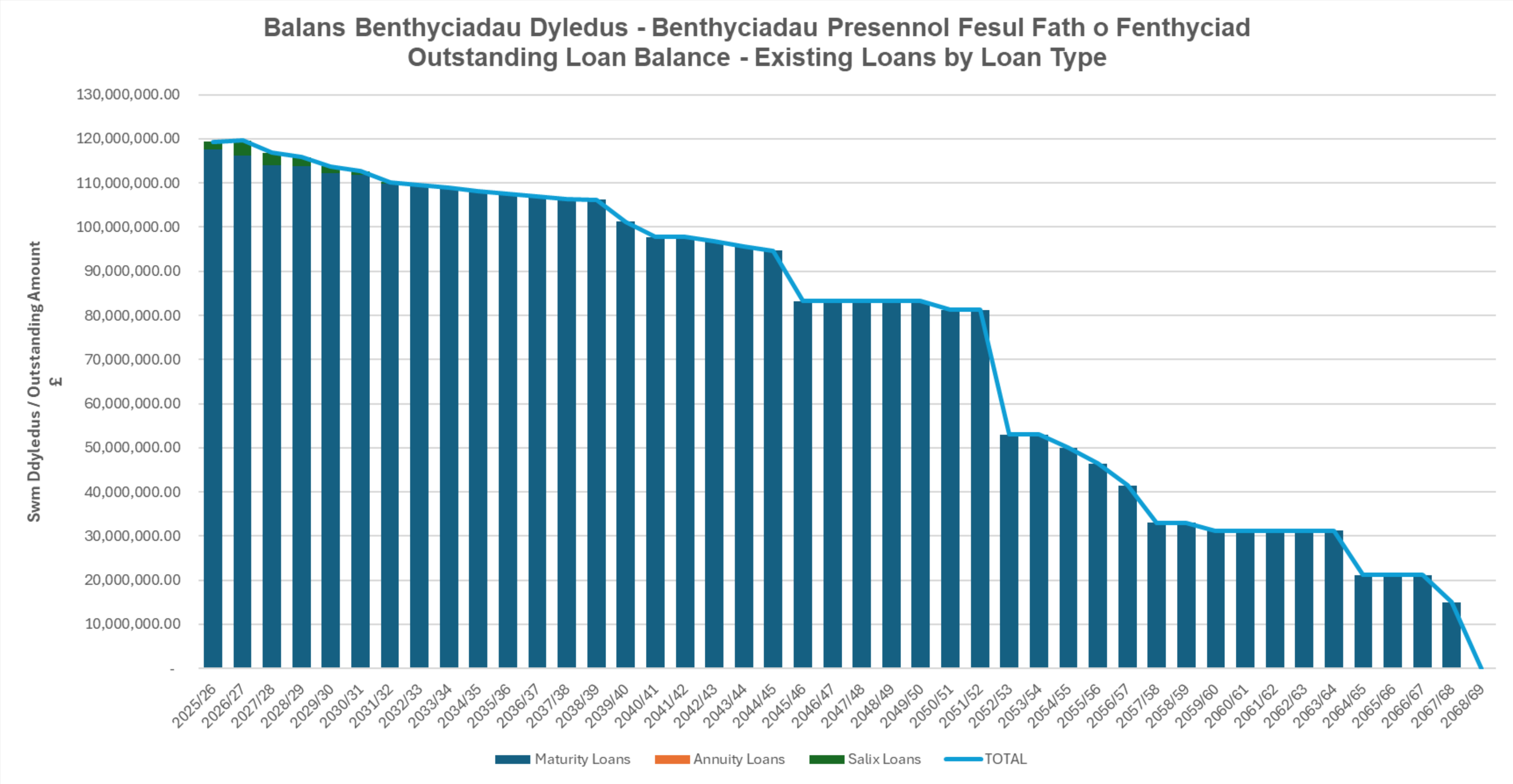
9.2 The performance against the Prudential Indicators set by the Council show that the Council's Treasury Management activities are being undertaken in a controlled way which ensure the financial security of the Council and do not place the Council at any significant financial risk in terms of unaffordable or excessive borrowing.

9.3 The Council's Treasury Management Strategy and its performance against the strategy take into account the external economic factors and it is constantly reviewed to ensure that it is the most appropriate strategy moving forward.

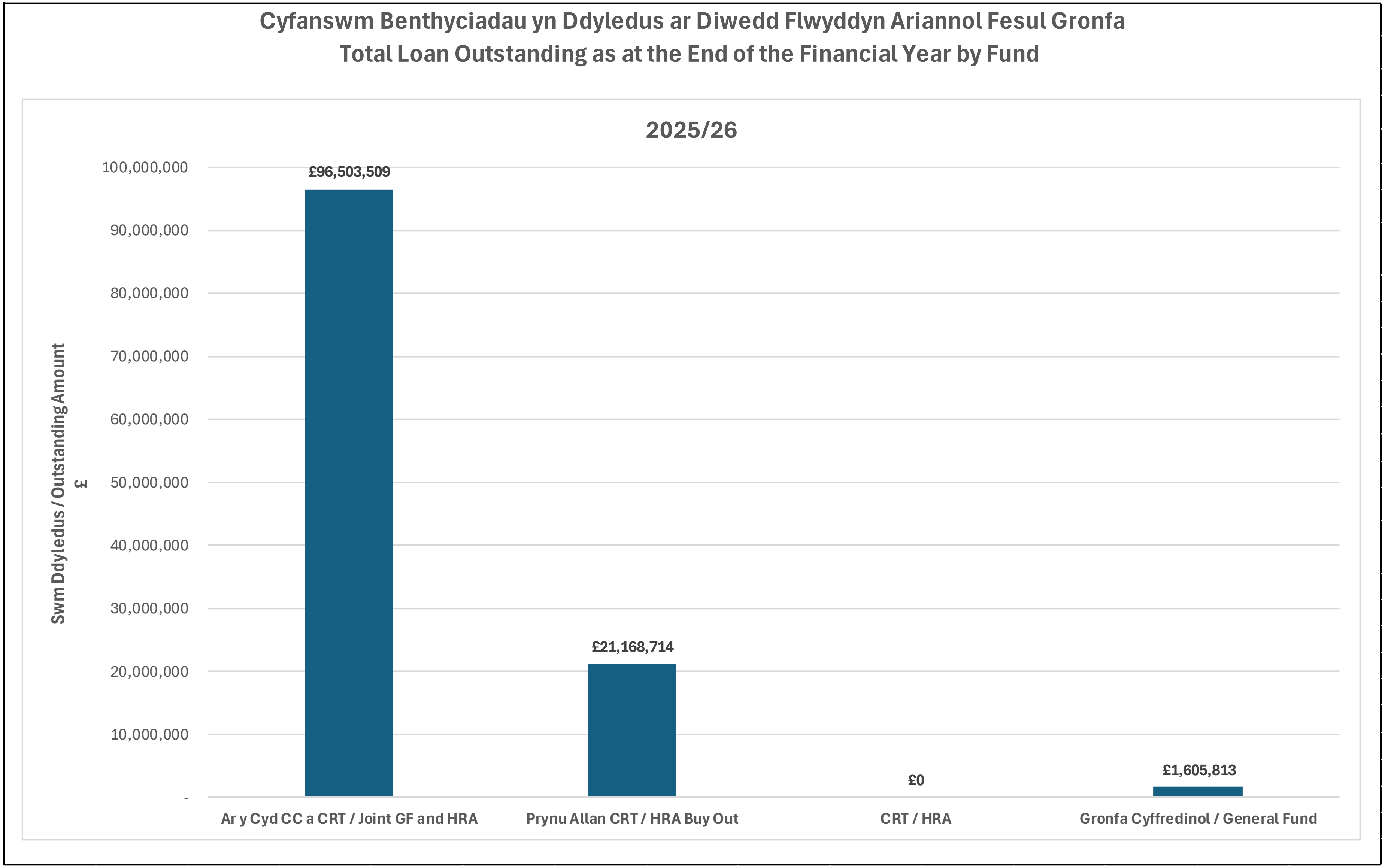
APPENDIX 1


Cyfanswm Ad-Daliadau Benthyciadau fesul Blwyddyn Ad-Dalu
Total Loan Repayments by Repayment Year
Cyfanswm yr Ad-Daliad / Total Repayment £
30,000,000.00
25,000,000.00
20,000,000.00
15,000,000.00
10,000,000.00
5,000,000.00
-
2025/26
2026/27
2027/28
2028/29
2029/30
2030/31
2031/32
2032/33
2033/34
2034/35
2035/36
2036/37
2037/38
2038/39
2039/40
2040/41
2041/42
2042/43
2043/44
2044/45
2045/46
2046/47
2047/48
2048/49
2049/50
2050/51
2051/52
2052/53
2053/54
2054/55
2055/56
2056/57
2057/58
2058/59
2059/60
2060/61
2061/62
2062/63
2063/64
2064/65
2065/66
2066/67
2067/68
2068/69
2069/70

APPENDIX 2

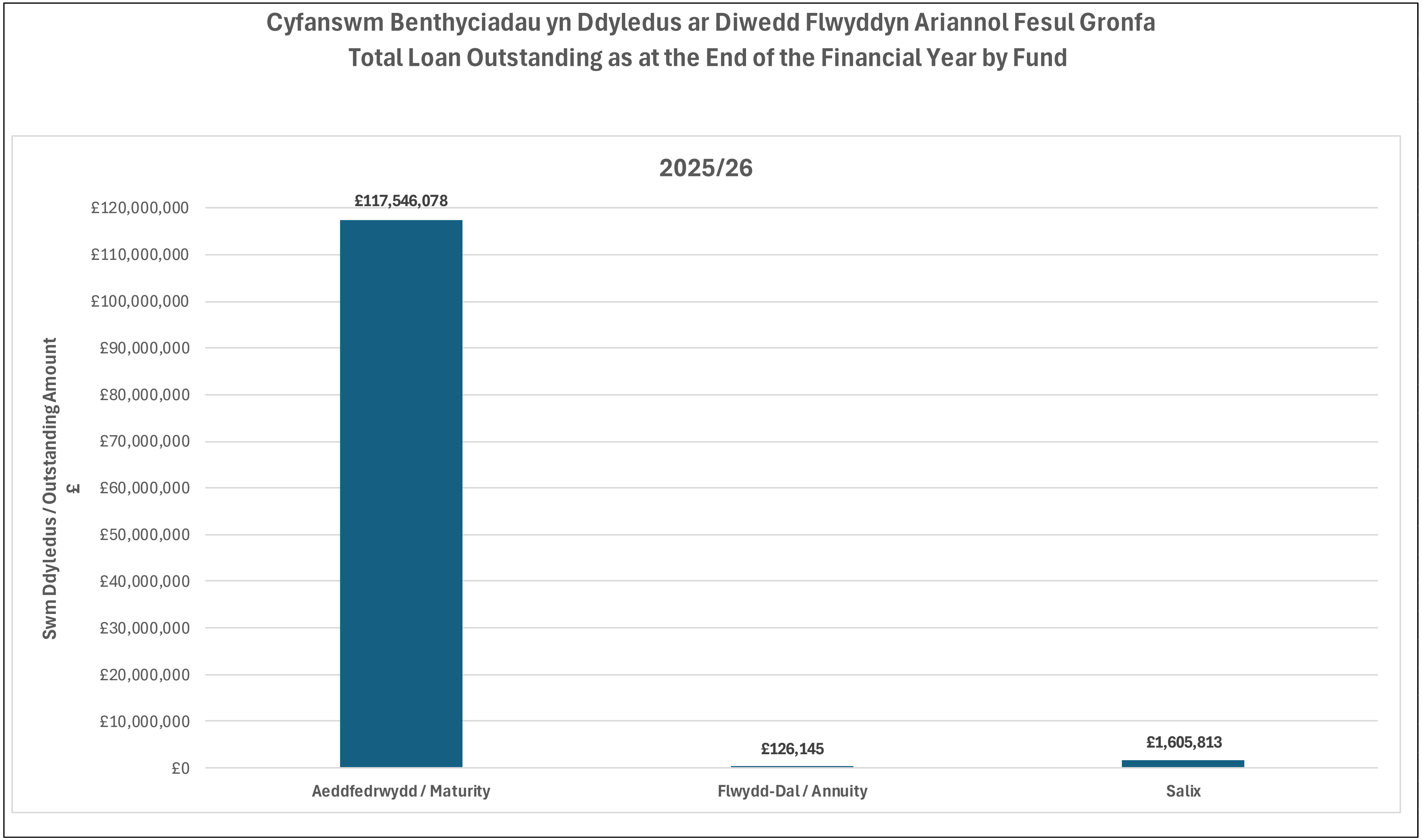

Balans Benthyciadau Dyledus - Benthyciadau Presennol Fesul Fath o Fenthyciad
Outstanding Loan Balance - Existing Loans by Loan Type
Swm Ddyledus / Outstanding Amount £
130,000,000.00
120,000,000.00
110,000,000.00
100,000,000.00
90,000,000.00
80,000,000.00
70,000,000.00
60,000,000.00
50,000,000.00
40,000,000.00
30,000,000.00
20,000,000.00
10,000,000.00
-
2025/26 2026/27 2027/28 2028/29 2029/30 2030/31 2031/32 2032/33 2033/34 2034/35 2035/36 2036/37 2037/38 2038/39 2039/40 2040/41 2041/42 2042/43 2043/44 2044/45 2045/46 2046/47 2047/48 2048/49 2049/50 2050/51 2051/52 2052/53 2053/54 2054/55 2055/56 2056/57 2057/58 2058/59 2059/60 2060/61 2061/62 2062/63 2063/64 2064/65 2065/66 2066/67 2067/68 2068/69
Maturity Loans
Annuity Loans
Salix Loans
TOTAL

APPENDIX 3



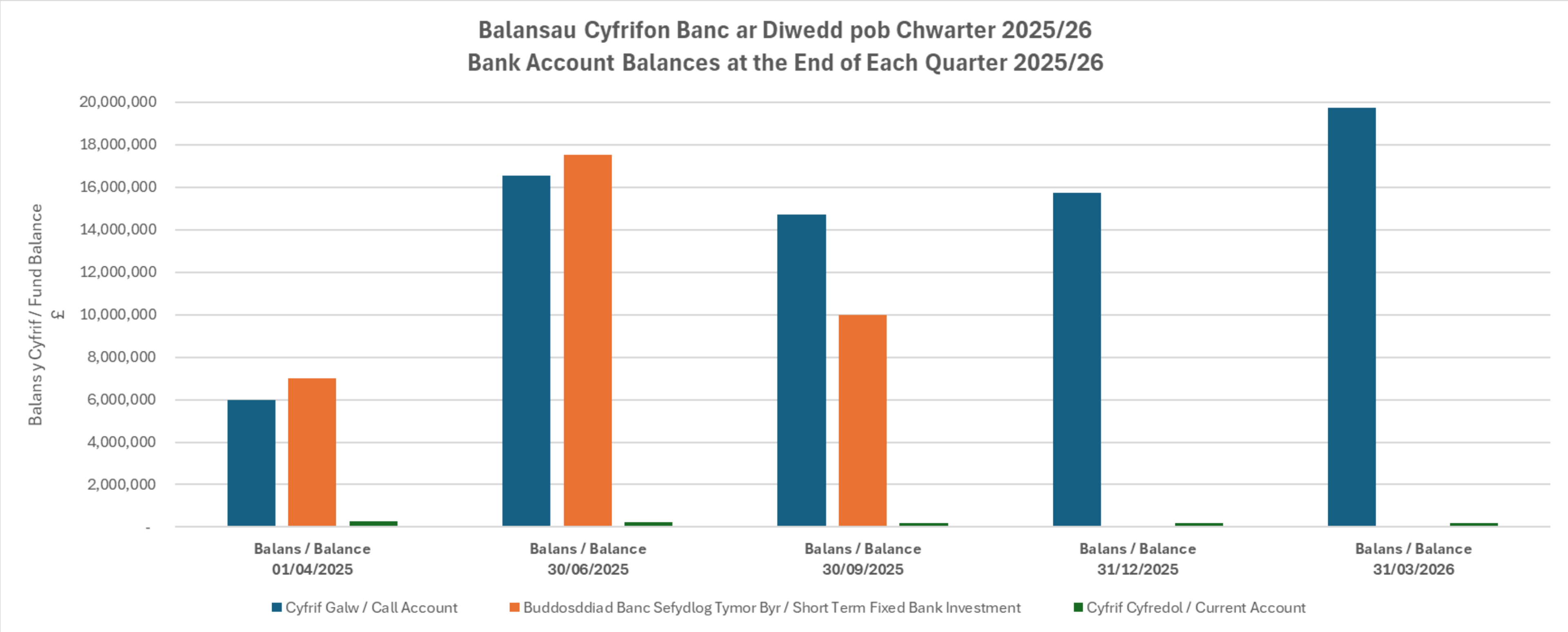
Cyfanswm Benthyciadau yn Ddyledus ar Diwedd Flwyddyn Ariannol Fesul Gronfa
Total Loan Outstanding as at the End of the Financial Year by Fund
2025/26
Swm Ddyledus / Outstanding Amount
£
100,000,000
90,000,000
80,000,000
70,000,000
60,000,000
50,000,000
40,000,000
30,000,000
20,000,000
10,000,000
-
£96,503,509
£21,168,714
£0
£1,605,813
Ar y Cyd CC a CRT / Joint GF and HRA
Prynu Allan CRT / HRA Buy Out
CRT / HRA
Gronfa Cyffredinol / General Fund

APPENDIX 4



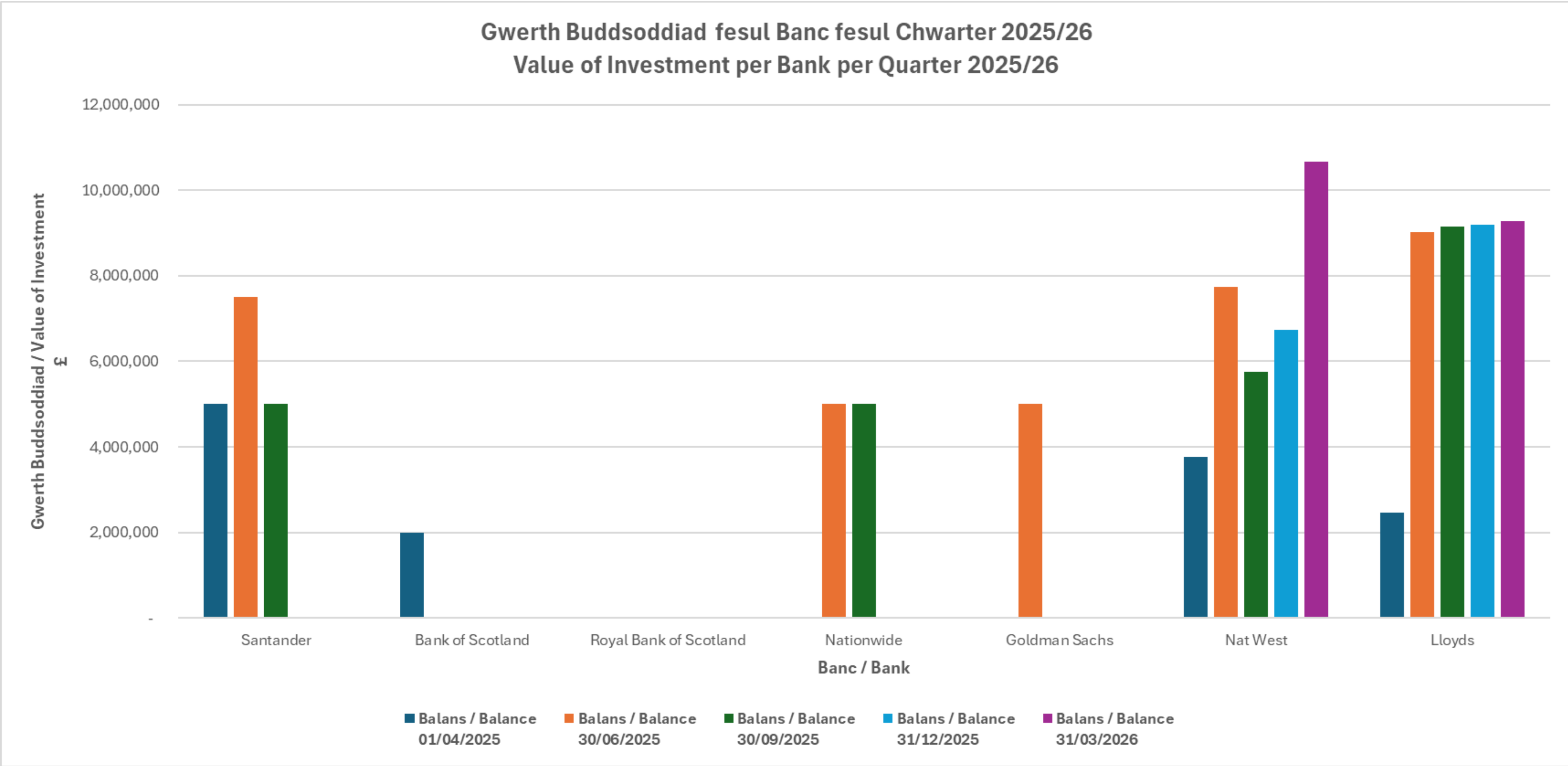
Cyfanswm Benthyciadau yn Ddyledus ar Diwedd Flwyddyn Ariannol Fesul Gronfa
Total Loan Outstanding as at the End of the Financial Year by Fund
2025/26
£117,546,078
£126,145
£1,605,813
£120,000,000
£110,000,000
£100,000,000
£90,000,000
£80,000,000
£70,000,000
£60,000,000
£50,000,000
£40,000,000
£30,000,000
£20,000,000
£10,000,000
£0
Swm Ddyledus / Outstanding Amount
£
Aeddfedrwydd / Maturity
Flwydd-Dal / Annuity
Salix

APPENDIX 5



Balansau Cyfrifon Banc ar Diwedd pob Chwarter 2025/26
Bank Account Balances at the End of Each Quarter 2025/26
20,000,000
18,000,000
16,000,000
14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
-
Balans y Cyfrif / Fund Balance £
Balans / Balance 01/04/2025
Balans / Balance 30/06/2025
Balans / Balance 30/09/2025
Balans / Balance 31/12/2025
Balans / Balance 31/03/2026
Cyfrif Galw / Call Account
Buddosddiad Banc Sefydlog Tymor Byr / Short Term Fixed Bank Investment
Cyfrif Cyfredol / Current Account

APPENDIX 6



Gwerth Buddsoddiad fesul Banc fesul Chwarter 2025/26
Value of Investment per Bank per Quarter 2025/26
Gwerth Buddsoddiad / Value of Investment
£
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
-
Santander
Bank of Scotland
Royal Bank of Scotland
Nationwide
Goldman Sachs
Nat West
Lloyds
Banc / Bank
Balans / Balance 01/04/2025
Balans / Balance 30/06/2025
Balans / Balance 30/09/2025
Balans / Balance 31/12/2025
Balans / Balance 31/03/2026

This page is intentionally left blank

Isle of Anglesey County Council

Report to:	**EXECUTIVE**
Date:	**22 SEPTEMBER 2026**
Subject:	**MEDIUM TERM FINANCIAL PLAN 2027/28 – 2029/30**
Portfolio Holder(s):	**CLLR ROBIN WILLIAMS – DEPUTY LEADER AND PORTFOLIO HOLDER – FINANCE & CORPORATE BUSINESS AND CUSTOMER EXPERIENCE**
Head of Service / Director:	**MARC JONES – DIRECTOR OF FUNCTION (RESOURCES) / SECTION 151 OFFICER**
Report Author:	**MARC JONES – DIRECTOR OF FUNCTION (RESOURCES) / SECTION 151 OFFICER**
Local Members:	**NOT APPLICABLE**

A – Recommendation(s) and reasons

The Council is required to put in place a robust system to monitor and control its revenue budget and a key element of that system is a Medium Term Financial Plan (MTFP). The plan sets out the Council's budget strategy over the next three year period and sets out the assumptions which will be taken forward to the annual budget setting process.

The Executive is requested to note the contents of the plan, to approve the assumptions made and to consider how to bridge the funding gap identified in the report as part of the process to set the 2027/28 revenue budget.

The detailed report is attached as Appendix 1.

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

The Medium Term Financial Plan is based on a number of assumptions, which are based on the best available information. Therefore, no other options are considered.

C – Why is this a decision for the Executive?

Paragraph 4.3.2.2.1 of the Council's Constitution requires the Executive to publish a pre-budget statement before 30 September each year.

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

Yes, as per paragraph 4.3.2.2.1 of the Council's Constitution.

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

The decision, although impacting on the budget for 2027/28, will not result in the incurring of any additional costs or generate any additional income in the 2026/27 financial year. As a result, the decision will not impact on the budget approved by the Council for 2026/27.

Dd – Assessment of potential impacts (if relevant)

1. How does this decision affect our long-term needs as an island?

The MTFP sets out the financial position for the Council over the next 3 financial years. This impacts on the level of services which the Council can provide to meet the needs of the Island and its residents.

2. Is this a decision that is anticipated to prevent future costs/dependencies on the Council? If so, how?

Setting out and agreeing the medium term financial position allows the Council to plan for the cost of future services. Good financial planning will allow for the avoidance of unnecessary future costs.

3. Have we collaborated with other organisations to come to this decision? If so, with whom?

The Council, along with the other 21 Welsh Local Authorities and the Welsh Local Government Association, has set out the financial position across Wales to Welsh Government (WG). The Council also works closely with the other 5 North Wales authorities on the detailed assumptions used in the plan.

4. Have the citizens of Anglesey played a part in drafting this way forward, including those directly affected by the decision? Explain how.

The annual revenue and capital budgets are subject to a public consultation process. The outcome of the Consultation is considered by the Executive before it makes its final budget proposal to the full Council in March each year.

5. Note any potential impact this decision would have on the protected groups under the Equality Act 2010.

The MTFP makes no spending decisions. Any spending decisions would form part of the annual budget, and individual proposals would be assessed on their impact on groups protected by the Equality Act 2010 at that point.

6. If this is a strategic decision, note any potential impacts the decision would have on those experiencing socio-economic disadvantage.

The MTFP makes no spending decisions. Any spending decisions would form part of the annual budget, and individual proposals would be assessed on their impact on those experiencing socio-economic disadvantage at that point.

7. Please note any potential effects that this decision would have on opportunities for people to use Welsh and not treat the language less favourably than English.

No impact on the Welsh language. Any budget proposal that results in a change in service provision will be assessed on its impact on the Welsh language when the proposal is drawn up.

E – Who did you consult with and what were their comments?

1. Chief Executive / Leadership Team (LT) (mandatory)	The report was considered by the LT at its meeting on 1 September 2026. Comments from the Chief Executive and the other members of the LT were incorporated into the final draft.
2. Finance / 151 Officer	The Section 151 Officer is the author of the report.
3. Legal / Monitoring Officer (mandatory)	The Monitoring Officer is a member of the LT and any comments made have been considered along with all comments made by LT members.
4. HR	The issues covered in the report do not impact on any Human Resource matters.
5. Property	Not applicable
6. IT	Not applicable
7. Procurement	Not applicable
8. Scrutiny	The Finance Scrutiny Panel and the Corporate Scrutiny Committee will consider the MTFP and the proposed revenue budget 2027/28 as the budget setting process continues prior to the 2027/28 budget being set in February / March 2027.
9. Local members	The budget is relevant to all Council Members.

F – Appendices

Appendix 1 - Detailed Report on the Medium Term Financial Plan Appendix 2 - MTFP Assumptions Appendix 3 - Estimated Net Revenue Budget 2027/28 – 2029/30

Ff – Background papers (contact the report author for more information)

None

1. INTRODUCTION AND BACKGROUND

1.1. The Medium Term Financial Plan (MTFP) sets outs the Council's likely resource requirement for the next three financial years and details how the Council plans to balance the resource requirement with the funding available.

1.2. The MTFP has been drawn up during a continued period of economic uncertainty. Inflation is now significantly lower, but is still above the Bank of England's (BofE) target of 2%, and this has slowed the pace of interest rate reduction. The UK Government has set out its economic strategy and undertook a comprehensive spending review in June 2025. However, the recent change in Prime Minister may result in a change in economic policy and strategy, which could impact on the level of investment in the public sector, which could then result in a change in inflation levels and bank interest rates.

1.3. World events, such as the continuing war in Ukraine, the war in the Middle East and the impact of US tariffs on the world economy, are adding to the economic uncertainty and may slow or reverse the fall in inflation. The level of inflation is key to the Council's MTFP as it drives the level of pay awards and the increases in the cost of the Council's outsourced contracts.

1.4. The MTFP takes account of all known changes that are required to be built into the 2027/28 base budget and makes assumptions on the main factors that impact on the Council's revenue budget (pay costs, pensions, general inflation, WG funding, demographic and demand pressures).

2. THE COUNCIL'S CURRENT FINANCIAL POSITION

2.1. In March 2026, the Council set the following budget:-

Table 1
2026/27 Revenue Budget

	£'m
2025/26 Final Net Revenue Budget	**195.443**
Pay Inflation and Other Staff Related Costs	3.210
Non Pay Inflation	5.928
Budget Pressures and Service Investments	1.312
Demography Changes	1.333
Capital Financing Changes	0.759
Use of Council Tax Premium for Housing Projects	0.050
Budget Savings and Service Reductions	(1.006)
2026/27 Final Net Revenue Budget	**207.029**
Funded By:	
Aggregate External Finance (AEF)	144.585
Council Tax (including Premium)	60.759
Reserves	1.685
Total Funding 2026/27	**207.029**

2.2. The final net revenue budget for 2026/27 increased by £11.586m, which is equivalent to a rise of 5.9%. The Aggregate External Finance (AEF) increased by 4.2% (after adjusting for the change in the taxbase and grants transferred into the settlement). The Council Tax debit increased by 6.4%. The Band D charge increased by 5.1%, with the remainder of the increase in Council Tax debit as a result of the change in the taxbase and changes in the number of properties subject to the Council Tax premium.

2.3. At the end of the 2025/26 financial year, the Council reported a net underspend of £2.632m (1.35%), with all Services showing an underspend apart from Children's Social Care, Council Business, Culture, Property, Planning and Public Protection and Resources. The overspend in Culture and Resources were small and were as a result of issues which were specific to 2025/26 and should be resolved in 2026/27.

2.4. The position in respect of Children's Services is of greater concern, with the number of children in care increasing and the cost of placements increasing significantly. This is a statutory service which is demand driven and, to a large extent, is outside the control of the Council. The budget for Children's Services has increased by 150% since 2017/18, whilst the total Council net revenue budget has only risen 64.1%, and the budget now accounts for 9% of the Council's net revenue budget, compared to 5.9% in 2017/18. Despite the increase in funding, the Service continues to overspend its budget (7.8% in 2025/26) and early indications are that it will again overspend in 2026/27, despite an additional £1m being added to the budget. The financial situation of the Service is a risk to the Council's financial stability in the medium to long term, although the Council has sufficient financial resources available to fund the increased costs in the short term.

2.5. Overall, the Council's services underspent their budgets in 2025/26 by a combined £0.945m but, when you take out the variances that are not permanent (staff vacancies, additional grant funding and additional income), the underlying position is an overspend of over £4m. A proportion of this budget shortfall was addressed in setting the 2026/27 budget, but an element of underfunding remains.

2.6. The financial position at the end of 2025/26 has increased the Council's general balances, from £18.161m at the beginning of the financial year to £19.038m, although £1.685m has been utilised as funding for the 2026/27 revenue budget and the Executive has allocated a net sum of £1.763m for specific revenue and capital projects, which reduces the available reserves down to £15.590m.

2.7. The general balances can be utilised to fund additional unfunded costs that arise during the year and would fund any overspending that may arise during 2026/27. The Council has set a target of holding 5% of the net revenue expenditure budget as a minimum balance for general reserves, for 2026/27, this is equivalent to £10.35m, which is £5.24m below the current level.

2.8. Earmarked reserves, which are maintained by the Council to fund one off committed projects, to fund anticipated future costs (e.g. uninsured losses) and unutilised grant funding, stood at £25.042m at 31 March 2026, an increase of £4.284m during the year. A review of reserves was undertaken during the year, with £0.72m of reserves being unearmarked and transferred back to the Council's general balances.

2.9. School Balances also fell during 2025/26, falling from £5.074m to £4.327m. The budgetary position of the Council allowed all cost pressures to be fully funded in 2026/27. For 2026/27, schools plan to utilise a further £1.92m of their balances to fund their costs. If the financial position remains as challenging as they are currently, it is likely that the school balances will reduce further.

2.10. The Council received an increase in the level of AEF from WG, up £8.828m (6.4%) in cash terms from the previous year. However, the funding increase did not cover the inflationary pressures faced by the Council and was, therefore, not a real terms increase in funding. Council Tax rose by 5.1%, and this increase, along with the increase in the AEF, was insufficient to fund the required rise in the Council's net revenue budget. As a result, £1.685m of reserves were used to balance the budget, in addition to £10.664m used in the previous 3 years. The use of reserves is viable in the short term and allows the Council time to ensure that long term expenditure matches the funding available, but the use of reserves cannot continue in the long term and their use does weaken the financial resilience of the Council.

2.11. CIPFA recommend the use of 4 financial resilience indicators to assess the Council's financial position, which are as follows:-

- Funding Gap as a percentage of the Net Revenue Expenditure, prior to any increase in Council Tax;
- Over / Underspending relative to net revenue expenditure;
- Useable reserves as a percentage of the net revenue budget;
- Capital Financing Costs as a percentage of net revenue expenditure.

2.12. The current position in respect of each indicator is as follows:-

2.12.1 **Table 2**
Funding Gap as a Percentage of Net Revenue Budget

Year	Standstill Budget	AEF	Previous Year Council Tax (Note 1)	Total Funding Prior to Council Tax Increase	Estimated Funding Gap	% Gap
	£'m	£'m	£'m	£'m	£'m	
2018/19	132.337	94.924	33.644	128.568	3.769	2.85%
2019/20	134.702	95.159	35.087	130.246	7.156	5.21%
2020/21	142.203	101.005	39.370	140.375	1.828	1.29%
2021/22	147.076	104.825	41.161	145.986	1.090	0.74%
2022/23	155.501	114.549	42.957	157.506	(2.005)	(1.29%)
2023/24	173.830	123.665	44.879	168.544	5.286	3.04%
2024/25	188.992	126.973	47.628	174.601	14.391	7.61%
2025/26	199.025	135.605	52.628	188.233	10.792	5.42%
2026/27	206.774	144.585	57.101	201.686	5.088	2.46%
Note 1 – The Previous Year Council Tax figures are adjusted to take account of changes to the taxbase						

- The table shows that, in 2018/19 and 2019/20, the period of austerity continued, and the funding gap required savings to be implemented and higher than inflation rises in Council Tax. The position then improved in 2020/21 and 2021/22, and the funding gap was able to be filled with a council tax rise on or below inflation. In 2022/23, the situation was significantly better, and it allowed additional investment in services, but the position has worsened again since 2023/24, with the budget being balanced through a combination of the use of reserves, higher than inflation increases in Council Tax and budget savings. Significant funding gaps continued from 2023/24 onwards, although the position was better in 2026/27 as the inflationary pressures reduced and the WG planned expenditure for local government increased.

- How the position for 2027/28 onwards compares to this historical data will be discussed later in this report.

2.12.2 **Table 3**

Over / Underspending Relative to Net Revenue Budget (NRB)

Year	Net Revenue Budget	Actual NRE (Net Revenue Expenditure)	Over / (Under) Spend	% Over / (Under) Spend
	£'m	£'m	£'m	
2019/20 Actual	135.210	134.902	(0.308)	(0.23%)
2020/21 Actual	142.146	137.942	(4.204)	(2.96%)
2021/22 Actual	147.120	142.323	(4.797)	(3.26%)
2022/23 Actual	158.367	157.154	(1.213)	(0.77%)
2023/24 Actual	174.569	172.837	(1.732)	(0.99%)
2024/25 Actual	184.164	180.289	(3.875)	(2.10%)
2025/26 (subject to audit)	195.443	193.578	(1.865)	(0.95%)
2026/27 (as at Q1 forecast)	207.029	205.642	(1.387)	(0.67%)

- The table highlights that, despite the challenging financial position each year, the Council has been able to maintain its overall net expenditure within the budget, with Services making a concerted effort to modernise service delivery, reduce costs or postpone expenditure. The position has also been helped through staff vacancies, additional grant funding and increasing levels of income. This is a permanent challenge whilst maintaining demand driven statutory services.

2.12.3 **Table 4**

Useable Reserves as a Percentage of the Net Revenue Budget

Year	Net Revenue Budget	General Balances	Earmarked Reserves	School Balances	Total Useable Reserves	% Useable Reserves to NRB
	£'m	£'m	£'m	£'m	£'m	
2018/19	130.900	5.912	9.458	0.631	16.001	12.22%
2019/20	135.210	7.060	8.760	0.197	16.017	11.85%
2020/21	142.146	11.437	15.455	3.974	30.866	21.71%
2021/22	147.120	12.278	23.183	7.827	43.288	29.42%
2022/23	158.367	14.039	19.638	6.716	40.393	25.51%
2023/24	174.569	15.607	16.517	5.577	37.701	21.60%
2024/25	184.164	18.161	21.449	5.074	44.684	24.26%
2025/26	195.443	19.038	25.042	4.327	48.407	24.76%
2026/27 forecast	207.029	17.802	15.800	2.402	36.004	17.39%

- The table highlights that the Council's financial position has strengthened significantly since 2018/19 as a result of the underspending in the last 7 financial years and additional grant support from WG, which was provided outside the normal local government settlement. However, as general balances and school balances are used as budget funding, and earmarked reserves are used, the position weakens again in 2025/26. This indicator shows that the Council's ability to continue to use reserves and balances as a source of funding is potentially coming to an end and the underlying structural underfunding will need to be addressed in future budgets, either through increases in Council Tax or by reducing net expenditure.

2.12.4 **Table 5**

Capital Financing Costs as a Percentage of Net Revenue Expenditure (NRE)

Year	Net Revenue Budget	MRP (Minimum Revenue Provision)	Interest Payable	Interest Receivable	Total Capital Financing Costs	% of Capital Financing Costs to NRE
	£'m	£'m	£'m	£'m	£'m	
2018/19	130.900	2.463	4.041	(0.062)	6.442	4.92%
2019/20	135.210	2.655	4.261	(0.127)	6.789	5.02%
2020/21	142.146	2.696	4.159	(0.045)	6.810	4.79%
2021/22	147.120	2.752	3.988	(0.016)	6.724	4.57%
2022/23	158.367	1.325	4.233	(0.800)	4.758	3.00%
2023/24	174.569	1.446	5.773	(3.071)	4.148	2.38%
2024/25	184.164	1.569	3.890	(0.883)	4.576	2.48%
2025/26	195.443	0.356	3.921	(0.426)	3.851	1.97%
2026/27 (Budget)	207.029	2.178	3.684	(0.467)	5.395	2.60%
MRP is the sum the Council is statutorily obliged to set aside each year to fund the cost of future loan repayments. The amount is calculated in accordance with the Council's MRP policy.						

- The fall in the percentage is due to 2 factors. Firstly, no additional external borrowing has taken place since February 2020 and the Council's own cash balances have been used to fund capital expenditure originally planned to be funded from supported or unsupported borrowing. Secondly, the change in the Minimum Revenue Provision (MRP) policy in 2022/23 halved the annual MRP charge in the early years, although the charge will increase in future years.

- This indicator is a good indicator of financial health as it shows how much of the Council's annual net revenue budget is used to fund borrowing. The lower the figure, the more funding is available to fund Council services.

3. THE UK ECONOMIC OUTLOOK AND BUDGET

3.1. Although the Council's central funding comes from the Welsh Government, the UK Government provides the WG with its entire funding, and what is happening with the UK economy and budget impacts directly on the WG and local government funding. An assessment of the UK situation is an important element of the MTFP.

3.2. The global pandemic, the wars in Ukraine and the Middle East and the impact of Brexit have been significant shocks to the UK economy and has resulted in the UK Government providing unprecedented levels of support to individuals and businesses in the form of Covid grants, energy support grants and cost of living support grants. The UK Government's gross debt (as reported by the ONS) currently stands at £2.91 trillion, which is 95.8% of the country's GDP (Gross Domestic Produce). This compares to £2.89 trillion (as at March 2025), which was 99.6% of GDP.

3.3. During 2025/26, the Government borrowed £125bn, compared to £154bn in the previous financial year, and has already borrowed a further £57.6bn in the first quarter of 2026/27. In October 2024, the Chancellor announced new fiscal rules, which are:-

i. That the current budget must move into balance, i.e. day to day costs are met by revenues;

ii. Debt must be falling as a percentage of GDP by the fifth year of the forecast, i.e. the end of the current parliament in 2029.

3.4. The Government's budget in November 2025 made a number of tax and spending changes which allowed the fiscal rules to be met. However, there are a number of financial pressures which may result in these rules being breached before the end of the parliament. The main issue is defence spending, and the need to increase the budget as a percentage of GDP to meet international commitments and to ensure that known and emerging threats are tackled. This, along with recent and future policy changes announced by the new Prime Minister, may require higher taxes, increased borrowing or cuts to other unprotected budgets, including welfare budgets and, potentially, budgets to devolved governments.

3.5. It was anticipated in the summer of 2025 that inflation was on a downward path and would meet the BofE's target of 2% by spring or early summer 2026. However, the war in the Middle East and the uncertainty in respect of oil supplies has driven up the price of oil and gas which, in turn, has pushed up inflation. Inflation, although having fallen to its lowest level for some time in June 2026, is expected to rise during the second half of 2026 and is now not expected to reach the BofE's target until late 2027 or early 2028. However, if hostilities in the Middle East continue for an extended period of time, it has the potential to push oil and gas prices much higher and this, in turn, will result in higher levels of inflation.

3.6. The BofE base rate was cut to 0.1% in March 2020 and has remained at this very low level until the beginning of 2022. As inflation began to rise, the BofE's Monetary Policy Committee (MPC) has made small incremental increases in the base rate of 0.25% or 0.5% at each review, to reach a peak of 5.25% in August 2023. It was held at this level until August 2024, when it began to fall by small increments to its current level of 3.75%. The BofE is committed to get inflation under control, with interest rates being the main lever to achieve this goal. As interest rates rise, consumers have less disposable income to spend and this, in turn, reduces economic demand which, in turn, reduces inflation. Whether interest rates continue to rise or begin to fall is dependent on inflation remaining on or around the BofE's target. It was anticipated that interest rates would continue to be cut, reaching around 3% in 2026, but the higher than anticipated levels of inflation may slow the fall in interest rates and it is now forecast that interest rates will remain unchanged in 2026 and will only fall slightly in 2027, reaching 3.25% by March 2028. It is then likely that they will remain around this level for the foreseeable future and will not fall to the very low levels seen between 2009 and 2021.

3.7. The Government's economic strategy is currently centered around growing the economy in order to generate additional tax revenues. In 2025/26, the economy grew 1.2%, but then remained unchanged in the first two months of 2026/27. The economy is forecast to grow by around 1.0% in 2026 and between 1.0% and 1.3% in 2027, but this level of growth is unlikely to meet the additional cost pressures on government spending.

3.8. The economic situation continues to improve, with inflation back under control and the prospect of lower interest rates and the return of economic growth. However, the record level of national debt and the high tax burden need to be addressed, and this limits the possibility of increases in public spending in the short to medium term.

3.9. The Government is committed to protecting the Health Service budget, along with increasing spending on defence. This will require real term reductions in unprotected budgets, including the funding that will come to Wales. It is, therefore, not anticipated that the financial constraints on the Council's funding will ease in the short to medium term.

4. FUNDING AND THE REVENUE BUDGET

4.1. The revenue budget is funded from 3 sources, the Aggregate External Finance (AEF) received from WG, Council Tax and the Council's own reserves (as shown in Table 1 above).

4.2. In 2016/17, the AEF received by the Council was £91.928m. After adjusting for the values of transfers in and out of the settlement and allowing for inflation at CPI (Consumer Price Index), then the value of the AEF in 2026/27 should be £141.324m, compared to the actual AEF of £144.585m. This is a real terms increase of £3.26m (2.3%) over the 10 year period.

4.3. Had the Council's own revenue budget increased by inflation (after allowing for the transfers into the settlement) and after allowing for the change in the Council Tax base, the budget would have been £191.419m, which is £15.610m lower than the actual budget. At this level, the Band D charge would be £1,478.24, compared to the actual Band D charge for 2026/27 of £1,792.98, which is 21.3% higher.

4.4. The additional £15.61m in the actual revenue budget has been necessary to fund the increase in demand for services (mainly Adult and Children's Social Care) and also to mitigate risks (e.g. cyber-attacks) and to fund other local priorities. This additional budget has been funded by additional AEF above inflation £3.26m, additional Council Tax £10.67m and the use of £1.68m of reserves.

4.5. Around 50% of the WG's budget funds the NHS in Wales and the WG is under pressure to address the increased waiting lists and increased demand for services. Local Government accounts for around 25% of the WG budget. Given that both areas are experiencing both demand and cost pressures, it will be very difficult to set budgets which funds in full both inflationary and demand pressures in both the NHS and Local Government.

4.6. The Comprehensive Spending Review, announced by the UK Government in June 2025, set out the potential funding for Wales up to 2028/29. On average, the Welsh block grant is expected to grow by 1.4% in real terms each year. The majority of the increase is a result of consequential funding arising from increases to the NHS and school budgets in England. Passing on these consequentials to equivalent services in Wales would still leave NHS funding growing at below its long run historical average (3.6%). But this would still see other services facing tight budgets over coming years, leaving them – at best – flat in real terms.

4.7. Wales Fiscal Analysis estimate that, in order to fund the historical increase in NHS budgets, local government budgets would only increase by 0.6% in cash terms in 2027/28. However, additional consequential funding has been received by the WG as a result of increased Additional Learning Needs (ALN) funding in England and in addition not all of the 2026/27 budget was allocated by the previous Welsh Government.

4.8. The Welsh Government's supplementary budget, which failed to be adopted in July 2026, proposed additional ALN funding in Wales of £40m in 2026/27 and £40m in 2027/28. If this funding was brought into the local government settlement as unhypothecated funding, this would result in a 2.2% increase in AEF across Wales. However, there is currently no agreement on the supplementary budget and no guarantee that this funding will be included in future settlements.

4.9. The UK Government's budget is scheduled to be held on 26 November 2026, with the WG planning to announce their draft budget on 17 November 2026. Once these two budgets have been announced, the position relating to local government funding in Wales for 2027/28 and beyond should become clearer.

5. NATIONAL AND LOCAL BUDGET PRESSURES

5.1. Local Government generally is facing a number of budget pressures across a number of statutory demand driven services, particularly in Adult and Children's Social Care and Homelessness. In October 2025, the WLGA (Welsh Local Government Association) estimated that Councils in Wales were facing budget pressures of £560m in 2026/27, with further pressures of around £486m in 2027/28 and £512m in 2028/29, based on providing the services to the level of anticipated demand and to fund the inflationary pressures. A new survey is currently being undertaken, which will feed through into the 2027/28 budget process.

5.2. Of these pressures, social care accounts for 36%, schools account for 24%, with the remaining 40% relating to other Council services. For 2026/27, pay and non pay inflation accounts for 59% of the pressure with the remaining 41% as a result of increased demand for services (social care, ALN and homelessness).

5.3. The following areas are considered the main budget pressures facing the Council over the term of this plan:-

i. Pay Increases – Non Teaching Pay

NJC staff pay is set nationally by the National Joint Council for Local Government Services and is made up of representatives of Councils in England, Wales and Northern Ireland. The 2026/27 pay award has yet to be settled. An offer of 3.3% has been made to the Unions, but this has been rejected. In setting the 2026/27 budget, 4% was allowed as a pay increase and, therefore, the current offer can be funded from the existing budgets but, if the final agreement exceeded 4%, this would create an additional financial pressure for the Council.

Given that the 2026/27 pay award has yet to be settled, it is difficult to estimate the level of the 2027/28 pay award. One significant factor which impacts the pay award moving forward is the increase in the National Living Wage. The 2025/26 pay award agreement resulted in point 2 on the scale being deleted, in order to keep the lowest point on the pay scale above the level of the National Living Wage. The differences are shown in Table 6 below:-

Table 6
Comparison of the National Living Wage to the Lowest Point on NJC Payscale

	2025/26	2026/27	2027/28
Hourly Rate of Lowest Point on NJC Scale	£12.85	£13.28	£13.55[1]
National Living Wage	£12.21	£12.71	£13.18[2]
Difference between NJC scale and National Living Wage	£0.64	£0.57	£0.37
% Difference between NJC scale and National Living Wage	5.2%	4.5%	2.8%
1. Based on an inflationary increase of 2%			
2. Based on the central estimate of the Low Pay Commission = 3.6%			

In order to maintain or increase the differential, it would be necessary to increase the lowest points on the NJC scale by higher than inflation, and this may require a restructure of the payscale to create a sufficient buffer between the NJC scales and the National Living Wage. Maintaining a 4.5% differential would require the lowest point on the scale to rise to £13.10, a rise of 3.7%.

In general, pay awards still appear to be higher than the level of CPI and this does not appear to be changing in the short term, and a higher than inflation pay award is forecast for 2027/28, but there is a potential for the pay award to be more in line with inflation from 2028/29 onwards.

ii. Pay Increases – Teachers Pay

Teachers pay is set by the WG, with the pay award being effective from September each year. The pay award for September 2026 has been set at 3.5%, which is 0.75% lower than the sum recommended by the Independent Welsh Pay Review Body. As a result, the pay offer has been rejected by the teaching Unions.

The pay offer of 3.5% is 0.2% higher than the sum allowed for in the 2026/27 budget and will require a small correction to the budget if this is the final figure. It has become normal practice that WG fund the cost of the pay award above what was factored into the local government settlement and, therefore, should the final pay award be higher than the 3.5%, it is likely that the cost will be funded by WG.

The pay award from September 2027 is even more difficult to estimate, but it is likely to be higher than CPI (which may be down to 2.3% by September 2027). For the purposes of this plan, CPI + 1% has been allowed for, with an increase in line with CPI in September 2028 and 2029.

iii. Local Government and Teachers' Pension Contributions

The LGPS pension scheme was revalued in 2025, with the new employer contribution rates effective for the period April 2026 to March 2029. A number of factors impact the calculation of the employer contribution rate, which include the investment performance of the fund, the level of gilt rates which determines the discount rate of future liabilities, and the composition of the current membership. Given that the scheme is currently fully funded, it is hoped that any change to the contribution rate will be minimal in April 2029. Each 1% adjustment in the contribution rate results in a change of approximately £500k in the Council's budget.

The Teachers Pension Scheme was revalued in April 2024, with the teacher's contribution rates increasing from 23.58% to 28.58%. The next revaluation is effective from April 2027, and the contribution rate will fall to 17.68%, which will reduce employer contributions by 38.5%. This will reduce the cost for Anglesey by £3.2m from April 2027. However, when the contribution rate increased, the additional cost was funded by WG as a result of consequential funding that was received from the UK Government. WG officials have indicated that a negative consequential will result, which will reduce the AEF received, which would negate the benefit of reduced contributions.

iv. Major Service Contracts

A number of the Council's Services are outsourced, including refuse collection and disposal, highway maintenance, school meals, school transport and public service bus contracts. The majority of the contracts are long term agreements which can end during the period covered by this plan or at a point in time after the end of this plan; each contract has a different start date and length of contract. The price of each contract is uplifted annually using a set of pre-determined inflation indices which are defined in each contract. The budget for these contracts is in the region of £25.5m, and the increase is normally dependant on inflation indices in the preceding autumn.

All the main contracts will come to an end during the period covered by this plan, although it is possible to extend the refuse collection and school meals contracts for additional periods. An increase is expected in the cost of the Highway maintenance contract, and this has been allowed for in this plan.

v. Energy Costs

The current budget for energy (electricity and gas) in 2026/27 is £3.11m (£1.88m for electricity and £1.23m for gas), with the highest costs incurred in secondary schools, leisure centres and the main Council offices. Much work has been done to reduce the consumption of energy in Council buildings, including installing solar panels and a new boiler at the Council Offices, and further grant funding will result in the installation of heat source pumps and improved insulation at 27 schools and other Council buildings over the next 2 years.

The Council retendered both its gas and electricity contracts in early 2024, with the new rates becoming effective from October 2024, with prices fixed until October 2027. The tendering took advantage of a significant fall in both gas and electricity prices, with reductions of over 20% resulting from the tendering process. However, the energy market has changed since 2024 and prices are now higher than when the contracts were tendered but prices are volatile and could change significantly before the Council retenders the contracts in October 2027, and much will depend on the outcome of the Ukraine war and the conflict in the Middle East. If these are resolved in 2026 or 2027, there is the potential for a significant fall in prices but, if the conflicts continue, it is likely that prices will be higher than the level currently paid.

vi. Elderly Nursing, EMI and Residential Care Home Fees – Inflationary Pressure

For a number of years, the annual fee increase for elderly nursing, EMI (Elderly Mentally Infirm) and residential care home fees have been determined using a standard toolkit which all 6 North Wales authorities use as the basis for their fee increase. In 2022, authorities began to move away from the toolkit but are still committed to try and maintain a regional position. The Council has increased fees by approximately 23% in the 3 years since 2023/24. The increases reflected the higher level of inflation, the increases in the National Living Wage and the impact of the changes to employers' national insurance contributions and compares to an increase of 17% in AEF.

Representatives of Care Forum Wales continue to make the case that the fees paid by the Councils do not fully fund the costs the home operators face and that, generally, the fees paid by North Wales Councils are lower than those paid by Councils in the South.

The number of clients placed in homes has stabilised and the costs are now within budget, but this could change quickly, particularly over the winter when the pressure to discharge patients from hospital increases.

The plan continues to allow for a higher than inflation increase in fees in the 3 years of the plan. Each 1% increase in fees adds around £130k to the Council's expenditure.

vii. Domiciliary Care Contract – Inflationary Pressure

Part of the domiciliary care service is outsourced to the private sector, with the contracts regularly re-tendered. Annual increases in the hourly rate are negotiated with each provider, with the main cost driver being the National Living Wage. The National Living Wage is expected to increase by 3.7% in 2027/28, and this increase plus 0.5% has been allowed for the 3 years of the plan.

viii. Children's Services

The Service has seen significant increases in the number of children in care and the cost of providing care and, as a result, significant investment has been made in the Service. Despite the increase in the annual budget, the Service continues to face significant cost pressures, which has resulted in an overspend being recorded in the last 3 years. The financial position is summarised in Table 7 below:-

Table 7
Children's Services – Budget and Actual 2017/18 to 2026/27

Year	Budget £	Budget Increase %	Actual £	Variance £
2017/18	8,292,690		10,075,336	1,782,646
2018/19	8,728,680	5.3%	10,565,374	1,836,694
2019/20	10,274,340	17.7%	10,430,480	156,140
2020/21	10,971,160	6.8%	10,258,066	-713,094
2021/22	11,196,262	2.1%	10,831,760	-364,502
2022/23	12,341,762	10.2%	13,330,614	988,852
2023/24	13,133,474	6.4%	14,536,308	1,402,834
2024/25	14,428,450	9.9%	16,376,142	1,947,692
2025/26	17,230,411	19.4%	18,567,724	1,337,313
2026/27	18,606,231	8.0%		

Despite a 124% rise in the budget since 2017/18, the pressure on this budget remains although, as at the end of the first quarter of 2026/27, an underspend of £44k is forecast. However, this is an early forecast and the position can change significantly during the remainder of the year.

The WG is legislating to eliminate profit from Children's care, with the aim of increasing provision provided through the public sector. In the long term, this increased capacity should stabilise the costs faced by councils but, in the short term, it does not answer the capacity problem, and some private sector providers are leaving the market in Wales, which is making the problem worse.

Although the Service is attempting to reduce costs, the plan allows for additional investment in the Service to address the overspending position, additional funding to meet a further increase in demand and an inflationary rise which is higher than general price inflation. This will increase the budget requirement by 8.5% in 2027/28, 6.5% in 2028/29 and 6.0% in 2029/30.

ix. Adult Social Care Services

As with Children's Services, there is a significant risk that the demand for Adult Social Care services (elderly, mental health, learning disability, etc.) will increase as the Island's population becomes older. This is in addition to the inflationary pressures on pay and private sector provider costs. The financial position is summarised in Table 8 below:-

Table 8
Adult Services – Budget and Actual 2017/18 to 2026/27

Year	Budget £	Budget Increase %	Actual £	Variance £
2017/18	22,540,700		22,686,948	146,248
2018/19	24,921,360	9.6%	26,094,400	1,173,040
2019/20	25,205,360	1.1%	26,289,869	1,084,509
2020/21	27,159,700	7.2%	26,927,431	-232,269
2021/22	27,736,225	2.1%	27,599,371	-136,854
2022/23	30,583,049	9.3%	30,530,210	-52,839
2023/24	35,780,051	14.5%	35,194,687	-585,364
2024/25	38,956,887	8.2%	38,021,144	-935,743
2025/26	42,355,590	8.7%	41,482,257	-873,333
2026/27	45,376,720	7.1%		

The budget has increased 101% since 2017/18 and, in recent years, the Service has been able to provide all services within the agreed budget, but this is partly as a result of vacant posts, additional client income and additional grant funding that has been received in each year. Without these factors, the underlying position for the service would be an overspend of approximately £1.5m.

In addition to inflation, the plan allows for price increases of between 0.5% and 1.5% above inflation and a 3.6% increase in the demand for services in 2027/28, with inflation set at CPI plus 0.5% and a demand increase of 2% in 2028/29 and 2029/30.

x. Homelessness

The budgetary position for 2026/27 is under control, with the Council benefitting from the private leasing scheme, which increases the Council's ability to ensure that tenants placed in these properties are in a position to claim housing benefit in full, which not only is a cheaper alternative to bed and breakfast accommodation, but also ensures that the net cost to the Council is reduced through housing benefit.

Although homelessness prevention is a budget pressure in a number of Welsh councils, currently it is not seen as a significant risk on Anglesey and, as such, no specific additional financial requirement has been allowed for in the plan, but an increase of 2% in the caseload has been allowed for.

xi. Council Tax Reduction Scheme

Since the funding for the Council Tax Reduction Scheme (CTRS) transferred into the local government settlement, the sum included in the Standard Spending Assessment by WG has remained largely unchanged. As the levels of Council Tax increase, the cost falls on the taxpayers of Anglesey. The budget for 2026/27 was increased by 5.0%, which was in line with the increase in the Council Tax charge.

Determining the level of the budget is difficult and is linked to the performance of the economy and the level of unemployment on Anglesey. UK unemployment currently stands at 4.9%, and is expected to rise to between 5% and 5.5% by the end of the year, before falling back to 4.5% by the end of 2027. As a result, the plan only allows for an increase in the budget in line with the assumed rise in the level of Council Tax.

xii. Capital Financing Charges

In addition to interest payments on existing and new loans, the Council is required to make a provision in respect of future loan repayments (known as Minimum Revenue Provision or MRP). MRP is determined in line with the MRP Policy, which has been approved by the Council. Normally, capital expenditure requires some level of additional borrowing and, as the level of borrowing increases, the provision required under the MRP Policy and associated interest also increases. This has been factored into the MTFP to take into account the level of supported borrowing which is allowed for in the funding settlement and the Council's planned expenditure, which is set out in the capital strategy.

The Council has utilised its cash balances to generate income through interest receivable and has benefitted from interest rates which have been significantly higher than historic levels. Both the level of cash balances available for investment and the rate of interest will fall during 2026/27, and this will reduce the income generated through interest. The potential change has been factored into the plan.

xiii. Fire Service Levy

Unlike the North Wales Police & Crime Commissioner, the North Wales Fire & Rescue Service sets a levy each year, which is apportioned between the 6 North Wales authorities on the basis of population, with Anglesey contributing around 10%. The levy is then funded from the Council's net revenue budget, and an amount in respect of the Fire Service is included into the WG's Standard Spending Assessment.

Similar to councils, the Fire Service has faced a significant increase in costs due to pay awards, general price inflation and increased pension contributions.

The Fire Authority's Medium Term Financial Strategy for the period 2026 to 2030 identifies that the 2027/28 budget would need to increase by 4%, with further increases of 6.2% and 6.6% in the following 2 years. The plan also requires savings of £0.56m over the 3 years and the use of £2.85m of reserves.

For the purposes of the plan, inflation plus 1% has been allowed for as the estimated increase in the levy.

xiv. Other Service Pressures

The overall senior management structure is currently being reviewed. The Head of Digital, Transformation and Modernisation is a post that was added to the structure in 2026/27,, but was funded from an earmarked reserve. The cost of this post now needs to be added to the permanent budget. The review has identified a potential requirement for 2 additional heads of service, although no decision has been taken as yet. The plan allows for the funding of these 2 posts.

In 2027/28, there will also be a need to fund the Council elections that take place in May. £240k has been allowed for in the budget to meet these additional one off costs.

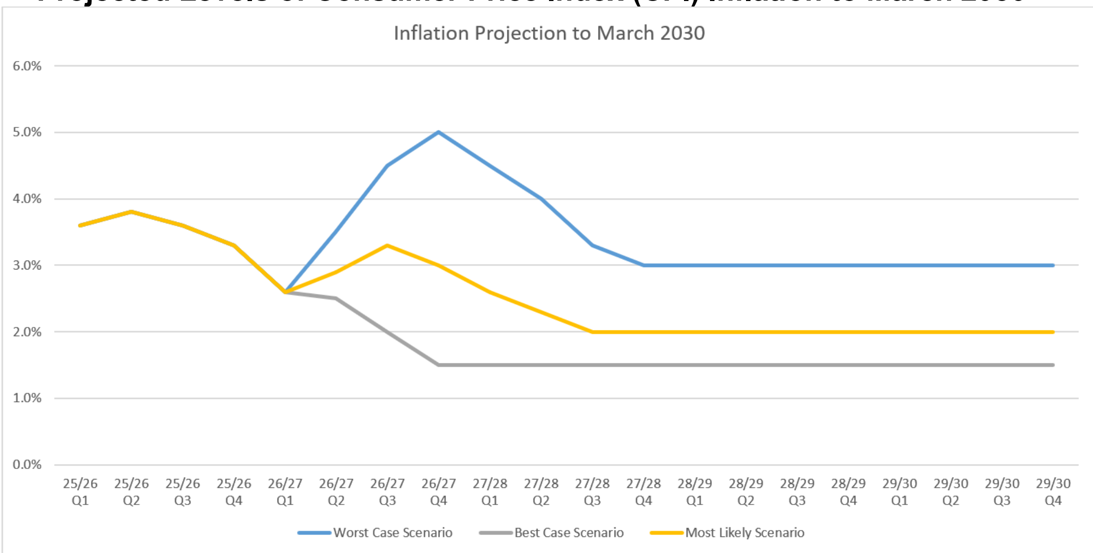
xv. General Price Inflation

Annual non pay budgets are inflated each year to take account of general or specific inflation. Where contracts do not specify a specific price index that should be applied, or where a specific expenditure heading is not seeing a significantly higher or lower inflation rate, then the Consumer Prices Index (CPI) is used as the inflation factor. For a number of years, CPI has remained low and has not been a significant factor when determining the budget. However, the inflation rate rose significantly in 2022, peaking at 11% in October 2022, but then fell back below the BofE's target of 2% in September 2024, before rising once again during 2025, before falling back to its current rate of 2.6%.

Given that the war in the Middle East is likely to continue, energy price increases will already drive up inflation during the late summer and autumn of 2026. If the war ends, inflation should start to fall in 2027 but, if the war continues, it is likely that inflation will continue to rise in early 2027 and will take longer to fall.

The chart below is based on forecasts set out by the BofE and the Office of Budget Responsibility:-

Chart 1
Projected Levels of Consumer Price Index (CPI) Inflation to March 2030



Approximately £50m of the Council's budget will be impacted by a general increase in the level of inflation. 3.2% has been allowed for in 2027/28, with 2% allowed for in the 2 subsequent years.

xvi. Use of Council Tax Premium

Housing Services utilise an element of the Council Tax premium raised on empty and second homes to provide loans and grants to eligible applicants to help them purchase and / or renovate a home on Anglesey. The budget in 2026/27 was set at £1.05m. Any underspending on this budget is held in an earmarked reserve. The plan allows for an increase in this £1.05m budget in line with the assumed rise in Council Tax in each year. It should be noted that the WG is currently consulting on changes to the regulations relating to the Council Tax premium and this may impact on the level of income generated from the premium in future years.

6. INCOME

6.1. The Council's current income budget (excluding AEF, Council Tax and specific grant funding) amounts to £57.0m. This is made up of grants and reimbursements from public bodies (£30.4m), fees and charges set by statute or regulated by the Government (£8.0m), fees and charges set by the Council (£7.6m), long-term rental agreements in respect of land and property (£1.8m) and recharges within the Council to other Council services (£9.2m).

6.2. It has been the Council's policy to increase the discretionary fees and charges by 3% per annum, although, in some services, increasing the fees and charges by more than inflation has resulted in the Council's fees getting significantly closer to the fees charged by the private sector, e.g. leisure services. For the purposes of this plan, it has been assumed that the discretionary fees and charges will continue to rise by 3% per annum over the life of the plan.

6.3. Fees governed by statute or by the WG do not always rise, or the rise is below inflation. Where rises are higher than inflation, they can come with specific requirements, e.g. proposed rises in planning fees will require the Council to provide additional investment to the service to improve service delivery and resilience. As a result, the net effect of the increase in fees is much reduced.

6.4. In addition to income from fees and charges, a significant amount of grant income is received. The grants received can be to fund specific projects or services, but others are more general in nature and support core services. Given the uncertain position regarding public sector funding, there is a risk that grants are targeted and reduced in order to reduce public spending, rather than a reduction in the general financial settlement the Council receives from WG. Where grants fund specific projects, then it is possible to bring the project to an end if the grant ends, but this is more difficult where services are provided through a mix of core budget and grants.

7. PROJECTED BUDGET FOR 2027/28 – 2029/30

7.1. By taking into account all of the issues detailed in paragraphs 5 and 6, and using the assumptions set out in Appendix 2, it is possible to estimate the revenue budget for the following 3 years, and this is set out in Table 8 below:-

Table 8
Projected Net Revenue Expenditure Budget 2026/27 to 2028/29

	2027/28 £'m		2028/29 £'m		2029/30 £'m	
Previous Year Final Budget		**207.029**		**215.531**		**221.145**
Inflationary Pressures						
Non Teaching Pay Award	2.215		1.435		1.557	
Teaching Pay Award	(1.692)		1.066		0.905	
Major Service Contracts	0.977		0.531		0.543	
Energy Inflation	0.156		0.163		0.172	
Other Non Pay Inflation	1.376		1.235		1.261	
Income	(1.011)		(1.545)		(1.586)	
Social Care Providers Inflation	2.238		1.240		1.513	
Council Tax Reduction Scheme – Increase in Council Tax	0.397		0.250		0.215	
Fire Service Levy	0.218		0.170		0.175	
Total Inflationary Pressures		**4.874**		**4.545**		**4.755**
Demand Led Pressures						
Children's Services Demand	0.459		0.289		0.298	
Adult Services Demand	1.080		0.977		0.390	
Pupil Numbers	0.039		(0.464)		(0.447)	
School Transport	0.038		0.039		0.039	
Additional Learning Needs	0.173		0.119		0.121	
Homelessness	0.023		0.023		0.024	
Council Tax Reduction Scheme – Change in Estimated Caseload	0.000		0.000		0.000	
Investment in Other Services	0.712		(0.340)		0.000	
		2.524		**0.643**		**0.425**
Other Costs						
Capital Financing	1.051		0.393		0.630	
Use of Council Tax Premium for Housing Projects	0.053		0.033		0.028	
Total Other Costs		**1.104**		**0.426**		**0.658**
Estimated Net Revenue Budget		**215.531**		**221.145**		**226.983**
Annual Increase		**8.502**		**5.614**		**5.838**
Annual Increase Percentage		**4.11%**		**2.60%**		**2.64%**

7.2. The estimated Net Revenue Budget represents an increase of 9.6% over the 3 year period.

7.3. More detail on the estimated Net Revenue Budget and the assumptions that support the plan are attached as Appendix 2 and 3.

7.4. The figures shown above are based on the most likely scenario for all the assumptions. A best case and worse case scenarios have also been modelled. These models are based on the most optimistic and pessimistic assumptions for each of the expenditure headings. The results of the modelling exercise are shown in Table 9 below:-

Table 9
Best and Worst Case Scenario Models 2027/28 to 2029/30

	Best Case	Increase		Worst Case	Increase	
	£'m	£'m	%	£'m	£'m	%
2026/27 Base Budget	207.029			207.029		
2027/28 Estimated Budget	206.971	(0.058)	(0.03%)	224.114	17.085	8.25%
2028/29 Estimated Budget	208.352	1.381	0.66%	236.547	12.433	5.55%
2029/30 Estimated Budget	210.047	1.695	0.81%	249.748	13.201	5.58%

7.5. The 3 scenarios, best, worst and most likely, give a wide range of estimates for the required net revenue budget for the forthcoming three years, and it demonstrates the significant level of uncertainty that exists around inflation, in particular pay and the future demand for services. This makes financial planning extremely difficult.

8. SENSITIVITY ANALYSIS

8.1. The estimated financial position shown in Table 8, above, are based on assumptions relating to a number of factors. Table 10, below, shows the change in the net expenditure budget that would result if each assumption was varied by 1%:-

Table 10
Financial Impact of a 1% Change in the Financial Budget Assumptions

Assumption	Impact of a 1% Change £'000
NJC Pay Award	723
Teachers Pay Award	436
General Inflation	453
Main Service Contract Inflation	255
Social Care Provider Inflation	522
Income	153
Interest Rate Receivable	130
Aggregate External Finance	1,446
Council Tax (net of CTRS)	529
Demand for Children's Placements	91
Demand for Adult Service Placements	280
Homelessness	12
Council Tax Reduction Scheme Caseload	77

9. AGGREGATE EXTERNAL FINANCE AND COUNCIL TAX

9.1. The estimated standstill budget is funded from the level of AEF received from the WG (Revenue Support Grant (RSG) and NDR Pool Funding) and from the Council Tax raised locally.

9.2. There is currently no indication as to the level of AEF over the next 3 years, but the analysis by Wales Fiscal Analysis has calculated that the overall Welsh budget will increase by 0.7% in real terms each year. It also suggests that if NHS spending grew by 1.8% per year in real terms, then this would require other budgets to fall by 0.6% in real terms. If NHS spending grew at 3.6% in real terms (the historical average), the other budgets would have to fall by 2.7% in real terms.

9.3. With inflation forecast to be 2.2% in 2027/28 and 2% in the following two years, this would result in a cash increase of 1.6% in 2027/28 and 1.4% in 2028/29 and 2029/30. The position for 2027/28 is further complicated by the reduction in AEF that will happen in 2027/28 as a result of the change in the teachers' employer contribution rates and the potential for additional ALN funding to be brought into the budget. Having taken into account these changes, the forecast AEF increase for 2027/28 is 1.2% in cash terms, followed by increases of 2% in 2028/29 and 2.5% in 2029/30.

9.4. In 2026/27, Anglesey received £144.584m in AEF from the WG. Based on these assumptions, above, the AEF would rise to £146.312m in 2027/28, to £149.238m in 2028/29 and £152.969m in 2029/30, but these figures do not take account of any adjustments arising from the distribution formula or the impact of any changes in the taxbase.

9.5. Anglesey's Band D charge for 2026/27 was the 16th highest out of the 22 authorities in Wales. However, simply comparing the Band D charge does not give a true comparison as it does not take into account how many properties are in each band. Authorities with a high number of properties in Bands A and B tend to have a higher Band D charge in order to generate sufficient income.

9.6. By comparing the value of the taxbase as a percentage of chargeable dwellings, Anglesey's figure is similar to Flintshire, Gwynedd and Ceredigion, at around 96% to 100%, but Anglesey's Band D charge is £128 lower than Flintshire, £214 lower than Gwynedd and £184 lower than Ceredigion. This suggests that Anglesey's Band D charge is too low and there is some headroom to increase the charge. Each 1% increase in the Band D charge increases the charge by £18. Increasing the Band D charge to the same level as Flintshire would generate an additional £4.24m in Council Tax revenue, £7.10m if the charge was at Gwynedd's level and £6.1m if the charge was in line with Ceredigion.

10. COUNCIL TAX PREMIUM

10.1. Since 2024/25, the council tax premium on both empty and second homes stands at 100%, and this generated a budget of £4.76m of income in 2026/27. The guidance issued by WG to support the legislation, states that:-

- *Authorities may use the additional revenue for any purpose, but they are encouraged to use it to help to meet local housing needs, in line with the policy intentions for the premiums.*

10.2. The Council has allocated £1.05m to fund projects specifically designed to help local first time buyers, whilst also allocating funding to administer the projects, to collect the premium, to identify potential lost income through fraud and towards increasing the capacity of the economic development team. It also allows the Council to indirectly fund the impact of a high number of second homes in the area, through subsidising small schools, dealing with the impact of high levels of tourism and any community tensions that arise from tourism.

10.3. The WG has now granted local authorities in Wales the power to charge premiums of up to 300% but, to date, no Council in Wales has raised the premium to this level.

10.4. At present, there is no intention to adjust the second home premium, but the Executive has agreed to increase the empty property premium gradually, depending on the time the property has been empty, as shown in Table 11 below:-

Table 11
Empty Property Premium from April 2026

Number of Years Empty from April 2026	Premium Charged
Less than 5 years	100%
Between 5 and 6 years	125%
Between 6 and 7 years	150%
Between 7 and 8 years	175%
Between 8 and 9 years	200%
Between 9 and 10 years	250%
Over 10 years	300%

10.5. The change is estimated to generate an additional £400k in the first year, if no properties are brought back into use, and will increase each year as more properties are charged a higher premium. However, the change is designed to encourage property owners to bring their properties back into use and, as a result, it may actually result in a lower number of empty properties and a fall in the income generated. As a result, the plan assumes no change in the income level for the next 3 years.

10.6. The rules surrounding self catering accommodation being liable for non-domestic rates rather than Council Tax changed in April 2023, but it is only now that the amendments are being received and properties transferring back from the non-domestic rates register to the Council Tax register and being charged a second home premium. Between 150 and 200 properties have reverted back to Council Tax, although many are subject to appeal and may revert back to non-domestic rates in the future. This creates a significant amount of uncertainty surrounding the taxbase and may generate an increased level of income on a permanent basis, e.g. if 200 Band D properties returned to the Council Tax register and were charged a premium, this would generate around £680k in additional funding. Again, for the purposes of the plan, this change is considered as having no effect on income levels over the life of the plan.

11. GENERAL BALANCES AND RESERVES

11.1. The Council holds general balances to have sufficient funding to meet any unexpected expenditure which may arise during the year which cannot be funded from existing revenue or capital budgets. In addition, the Council holds earmarked reserves which are held to cover the cost of potential risks, the cost of future planned projects and to hold unused grant funding or any other restricted funds which the Council holds.

11.2. As at 31 March 2026, the Council held £19.038m as general balances and £25.042m as earmarked reserves. The Council's agreed strategy for general balances is to hold a minimum of 5% of the net revenue budget for the year. Therefore, in 2026/27, the minimum amount of general balances should be £10.35m. In setting the 2026/27 budget, £1.685m of the general balances were used to balance the budget and, in addition, the Executive has approved the use of a further £1.763m to fund one off capital and revenue projects, which reduces the level of general balances to £15.59m, which is £5.24m above the minimum required balance. However, it should be noted that any overspend on the 2026/27 revenue budget would be funded from general balances. The forecast at the end of quarter 1 of 2026/27 estimates that the revenue budget will underspend by £2.114m. This gives a forecasted balance of £17.704m, which is £7.437m above the minimum threshold.

11.3. A review of the earmarked reserves was undertaken at the end of the 2025/26 financial year, and £1.43m of earmarked reserves were transferred back into the Council's general balances. Included in the earmarked reserves are £8.9m of reserves which cover specific identified risks such as inflation, uninsured losses and the increase in demand for specific services. These reserves could be released back into the general balances, but this would weaken the Council's financial position because, if the risks materialised, the financial cost would have to be funded from the general balances.

12. SCHOOLS

12.1. The delegated schools' budget is an important element of the Council's overall budget, with 27.7% of the overall net budget allocated to schools. Schools also retain any surpluses in their own reserves, and the level of reserves gives a good indication of the financial pressure faced by schools. Table 12, below, shows the level of school balances as at 31 March 2026 and the projected balance as at 31 March 2027, after schools have allocated reserves to balance the 2026/27 budget:-

Table 12
School Balances as at 31 March 2026 and Projected Balance as at 31 March 2027

	Primary	Secondary	Special	Total
Balance as at 31 March 2026	£1,942,402	£2,118,961	£265,920	£4,327,283
Used to Balance 2026/27 Budget	(£552,461)	(£1,321,490)	(£51,770)	(£1,925,721)
Estimated Balance as at 31 March 2027	**£1,389,941**	**£797,471**	**£214,150**	**£2,401,562**
Number of Schools with Deficit Balance as at 31 March 2026	6	0	0	4
Number of Schools with Estimated Deficit Balance as at 31 March 2027	7	1	0	4

12.2. The overall balance does provide an indication, but other factors need to be considered when determining the financial health of each school. These factors include the size of the school and the trend in the balance over a number of years. A summery assessment of the schools is shown in Table 13, below:-

Table 13
Summary of Financial Health of Schools at 31 March 2026 and 31 March 2027

As at 31 March 2026				
	Primary	**Secondary**	**Special**	**Total**
Healthy	5	0	1	6
Stable and balance adequate	7	1	0	8
Worsening but balance adequate	13	3	0	16
Improving but balance low	1	0	0	1
Balance remains low but not critical	3	0	0	3
Worsening becoming critical	2	1	0	3
Critical	**7**	**0**	**0**	**7**
Total	**38**	**5**	**1**	**44**

As at 31 March 2027				
	Primary	**Secondary**	**Special**	**Total**
Healthy	4	0	1	5
Stable and balance adequate	7	1	0	8
Worsening but balance adequate	11	3	0	14
Improving but balance low	0	0	0	0
Balance remains low but not critical	5	0	0	5
Worsening becoming critical	4	1	0	5
Critical	**7**	**0**	**0**	**7**
Total	**38**	**5**	**1**	**44**

12.3. Table 12 confirms that, overall, schools are in a generally good financial position, although the situation varies from school to school. Table 13 confirms that the financial health of schools is worsening slightly, with only 5 schools considered to be in a healthy financial position in March 2027, compared to 6 in March 2026. In addition, 12 schools are at risk of being in a critical financial position in the short to medium term compared to 10 in March 2026.

13. BRIDGING THE FUNDING GAP

13.1. If the financial modelling is correct, then an additional £8.5m will be required to meet the inflationary pressures of providing the current service and to meet the demand pressures in 2027/28, although it should be noted that this figure is based on assumptions, which will need revising as the budget process progresses. Based on the assumptions detailed above, the current budget position in each of the three years of the plan is shown in Table 14, below:-

Table 14
Estimated Funding Shortfall 2027/28 to 2029/30

	2027/28 £'m		**2028/29 £'m**		**2029/30 £'m**	
Budget Shortfall (as per Table 8)		**8.502**		**5.614**		**5.838**
Increase in AEF	(1.727)		(2.926)		(3.731)	
Increase in Council Tax	(3.035)		(1.914)		(1.643)	
Additional Funding		**(4.761)**		**(4.840)**		**(5.374)**
		3.741		0.774		0.464
Reserves Used to Balance Previous Year's Budget		1.685		0.000		0.000
Estimated Budget Shortfall after funding		**5.426**		**0.774**		**0.464**
AEF Increase Assumption		**+ 1.2%**		**+2.0%**		**2.5%**
Council Tax Increase Assumption		**+ 5.0%**		**+3.0%**		**2.5%**

13.2. In the absence of increased AEF, it would require an increase of 14.0% in Council Tax to enable a balanced budget to be set in 2027/28. This would be an annual increase of £251, which would make Anglesey's Council Tax the 8th highest in Wales, assuming that all other Councils apply a 5% increase in 2027/28.

13.3. As shown in paragraph 11, the Council does have some capacity to use general balances and reserves to help reduce the funding gap, but using reserves does come with risks in so far as they are not a recurring source of income and using reserves does not eliminate the need to bridge the funding gap long term. In addition, using reserves reduces the financial reserves of the Council and weakens its financial position. Care must be taken to ensure that the level of reserves used does not leave the Council in a position where it has insufficient funding to meet any unexpected expenditure or to address potential risks if they crystalise into something that requires action and funding.

13.4. Paragraph 12 shows that, although the overall financial position of schools is worsening, there is some capacity for schools to contribute towards the savings target. The financial model decreases the delegated schools' budget by 1.8% in cash terms, to £56.39m, mainly as a result of the reduction in the teachers' pension employer contributions, and reducing this budget by 2% would generate savings of £1.13m. This will make it more difficult for individual schools to balance their budget in 2026/27, in particular smaller schools where the flexibility around class sizes is less.

13.5. The remaining option is to reduce the net expenditure budget and, given that in the last 5 financial years there has been an underspend ranging from £1.3m to £4.8m, there does appear to be some potential to make further reductions in budgets.

13.6. Again, assuming that the funding gap is £5.426m, this equates to revenue savings of 2.6% of the 2026/27 net expenditure budget. However, the net revenue budget includes a number of budgets which are outside the control of the Council and must be funded, these include:-

- Fire Authority Levy – £5.36m in 2026/27;
- CJC Levy (Corporate Joint Committee) - £0.08m in 2026/27;
- Capital Financing Costs – £5.86m in 2026/27;
- Council Tax Reduction Scheme – £7.93m in 2026/27;
- Historic Pension Costs – £1.03m in 2026/27;
- Members Allowances – £1.28m in 2026/27;
- Audit & Inspection Fees - £0.46m in 2026/27;
- Coroners Costs - £0.32m in 2026/27.

13.7. In addition, if the schools budget is capped, it is not possible to include the schools budget in any further savings targets. Therefore, any savings have to come from the remaining budgets (£127.29m in 2026/27), and this equates to savings of 4.3% from the budgets where it is possible to implement savings.

13.8. Approximately 85% of the Council's expenditure is on statutory services, with a further 3% on partly statutory services. Of the remaining 12%, 9% is spent on support services, with only 3% spent on non statutory services. Reducing the expenditure on statutory services is difficult and can only be achieved by providing the service more efficiently or by reducing the level of service provided to the defined minimum.

13.9. Work has commenced to identify any efficiency savings that can be applied but, given the previous austerity cuts and the rising demand for services, Services have not identified any significant efficiency savings that can be generated. Any savings that can be generated can only be done so through reduction in services or ceasing to undertake services.

13.10. Based on this forecast, the financial resilience indicator which determines the funding gap as a percentage of the net revenue expenditure is shown in Table 15, below:-

Table 15
Estimated Funding Gap as a Percentage of Net Revenue Expenditure

Year	Standstill Budget	AEF	Previous Year Council Tax (Note 1)	Total Funding Prior to Council Tax Increase	Estimated Funding Gap	% Gap
	£'m	£'m	£'m	£'m	£'m	
2018/19	132.337	94.924	33.644	128.568	3.769	2.85%
2019/20	134.702	95.159	35.087	130.246	7.156	5.21%
2020/21	142.203	101.005	39.370	140.375	1.828	1.29%
2021/22	147.076	104.825	41.161	145.986	1.090	0.74%
2022/23	155.501	114.549	42.957	157.506	(2.005)	(1.29%)
2023/24	173.830	123.665	44.879	168.544	5.286	3.04%
2024/25	188.992	127.586	47.628	175.214	13.778	7.29%
2025/26	199.025	135.605	52.628	188.233	10.792	5.42%
2026/27	206.773	144.579	57.810	202.389	4.384	2.12%
2027/28 forecast (Note 2)	215.531	146.311	63.794	210.105	5.426	2.52%
2028/29 forecast (Note 2)	215.719	149.237	65.708	214.945	0.772	0.36%
2029/30 forecast	220.783	152.968	67.351	220.320	0.464	0.21%
Note 1 – The Previous Year Council Tax figures are adjusted to take account of changes to the taxbase						
Note 2 – The standstill budget for 2027/28 & 2028/29 assumes that the final budget for 2026/27 is revised down to match the funding available						

13.11. It can be seen that the position for 2027/28, although slightly better than the position faced in 2025/26 and similar to the position in 2026/27, is still an extremely financially challenging year in terms of setting the budget, given that any efficiency savings have been realised in previous years. The position does begin to improve in 2028/29, but this is very much dependant on inflation and pay awards remaining low, demand for services levelling off, budget savings being identified and delivered and the local government settlement at least keeping pace with inflation.

14. CONCLUSIONS

14.1. The Medium Term Financial Plan sets out the estimated net revenue budget for the next 3 years using a number of assumptions, some of which are more certain than others. The plan allows the Council to determine its future funding strategy, but there are a number of issues which increase the uncertainty surrounding the plan. These include estimating the future costs at a time when pay awards for the current year have yet to be finalised, estimating the demand for services, the impact of the cost of living crisis on the demand for Council services, the future funding of Local Government in Wales post the change in the UK Prime Minister and the WG elections and the fact that the current WG is a minority government. The level of support from WG is a key element of the Medium Term Financial Plan, and the lack of accurate future forecasts on the level of funding does reduce the level of assurance that the plan can give.

14.2. The demand for statutory services and the pressure to increase the pay of certain parts of the Council's workforce (both for the Council's own employees and employees working in contracted services) will drive up costs significantly, particularly in 2027/28. If these additional cost pressures are not reflected in the funding settlement from WG, then the Council will have to implement cuts to services and / or higher than inflation increases in Council Tax in order to set a balanced budget, which allows the Council to meet its statutory obligations and accurately reflects the costs of providing those services.

14.3. The Council does have some reserves that can be used in 2027/28 to help reduce the potential funding gap, but the funding that can be released is limited and will not bridge all of the estimated gap, and the use of reserves does weaken the Council's financial resilience and only postpones the need to implement budget savings or increase Council Tax. By the end of the period of the plan, around £7m of permanent savings must be found or the income generated by Council Tax will have to increase by £7m in addition to the assumed increases in order to resolve the current financial position.

14.4. This Medium Term Financial Plan highlights the fact that the Council is currently facing another challenging and uncertain financial position, and difficult decisions will have to be taken in order to set a balanced budget in 2027/28 and beyond.

14.5. Increasing the level of Council Tax above the general level of inflation has to be considered as part of the overall long term financial solution to funding the financial shortfall and the Council has the ability to do this, when compared to Council Tax levels in other similar / neighbouring authorities.

14.6. For 2027/28, as in previous years, a mix of budget savings, above inflation increases in Council Tax and the careful use of reserves will have to be utilised in order to achieve a balanced budget.

MEDIUM TERM FINANCIAL PLAN ASSUMPTIONS

MOST LIKELY SCENARIO			
	2027/28	2028/29	2029/30
Pay and Price Inflation			
Pay, NI and Pension Costs – Non Teaching	3.0%	2.0%	2.0%
Pay, NI and Pension Costs - Teachers	3.5%	2.5%	2.0%
LGPS Contribution Rate	0.0%	0.0%	0.0%
Teachers' Pension Contribution Rate	-38.5%	0.0%	0.0%
Electricity	5.0%	5.0%	5.0%
Gas	5.0%	5.0%	5.0%
CPI (including any correction from previous year)	3.2%	2.0%	2.0%
Main Service Contracts	3.2%	2.0%	2.0%
Social Care Provider Contracts	4.2%	2.5%	2.5%
Fees & Charges	3.0%	3.0%	3.0%
Council Tax	5.0%	3.0%	2.5%
Aggregate External Finance	1.2%	2.0%	2.5%
Government Grants	1.0%	3.0%	3.0%
Levies	4.0%	3.0%	3.0%
Capital Financing Costs	17.7%	5.7%	7.7%
Demand Pressures			
Children's Placements	5.0%	3.0%	3.0%
Adult Social Care Placements	3.6%	2.0%	2.0%
School Transport	2.0%	2.0%	0.0%
Homelessness	2.0%	2.0%	0.0%
Council Tax Reduction Scheme Caseload	0.0%	0.0%	0.0%
Additional Learning Needs	3.0%	2.0%	2.0%

SUMMARY ESTIMATED NET REVENUE BUDGET 2026/27 – 2029/30

	2026/27 £'m	2027/28 £'m	2028/29 £'m	2029/30 £'m
Pay – Non Teaching, including Pension & NI	68.476	71.218	72.759	74.424
Pay – Teaching, including Pension & NI	43.580	41.927	42.528	42.986
Other Employee Costs	3.934	4.055	4.136	4.219
Premises Costs	7.927	8.180	8.344	8.510
Energy	3.112	3.267	3.430	3.602
Transport	1.296	1.337	1.364	1.391
Supplies & Services	29.923	31.018	31.561	32.359
School Transport	4.626	4.809	4.944	5.083
School Meals	3.468	3.579	3.651	3.724
Education Out of County Placements	0.864	0.899	0.926	0.954
Education ALN Strategy	2.527	2.603	2.656	2.709
Adult Social Care	39.435	42.116	43.917	45.382
Children's Care Placements	12.743	13.839	14.543	15.278
Refuse Collection & Disposal	9.245	9.534	9.725	9.920
Highway Maintenance & Street Lighting	5.755	6.110	6.232	6.357
Public Service Bus Transport	2.458	2.535	2.585	2.637
Help for 1st Time Buyers	1.050	1.103	1.136	1.164
Homelessness	1.546	1.619	1.675	1.733
Members Allowances & Expenses	1.285	1.324	1.363	1.404
Coroners	0.319	0.328	0.335	0.342
Audit & Inspection Fees	0.461	0.476	0.485	0.495
Fire Service & Other Levies	5.450	5.668	5.838	6.014
Council Tax Reduction Scheme & Other Benefits	7.935	8.331	8.581	8.796
Capital Financing Charges & Interest Receivable	5.396	6.446	6.839	7.469
Contingencies	1.199	1.200	1.127	1.152
TOTAL GROSS EXPENDITURE	**264.009**	**273.521**	**280.680**	**288.104**
Grants	(30.389)	(30.692)	(31.613)	(32.561)
Fees & Charges	(15.544)	(15.936)	(16.333)	(16.739)
Recharges	(9.267)	(9.546)	(9.737)	(9.932)
Rents	(1.780)	(1.816)	(1.852)	(1.889)
TOTAL GROSS INCOME	**(56.980)**	**(57.990)**	**(59.535)**	**(61.121)**
NET REVENUE EXPENDITURE	**207.029**	**215.531**	**221.145**	**226.983**
Increase in Net Revenue Budget		**8.502**	**5.614**	**5.838**
% Increase in Net Revenue Budget		**+4.11%**	**+2.60%**	**+2.64%**

APPENDIX 3b

SUMMARY ESTIMATED NET REVENUE BUDGET BY SERVICE 2026/27 – 2029/30

	2026/27 £'m		2027/28 £'m		2028/29 £'m		2029/30 £'m	
Economic Development	1.023		1.058		1.077		1.098	
Destination	0.790		0.820		0.834		0.849	
Leisure	0.955		1.002		1.016		1.034	
Planning	1.372		1.494		1.519		1.546	
Public Protection	2.032		2.158		2.199		2.244	
Regulation		**6.172**		**6.532**		**6.645**		**6.771**
Highways	8.653		9.153		9.289		9.431	
Property	1.978		2.064		2.112		2.167	
Waste	10.788		11.152		11.358		11.570	
Highways, Waste & Property		**21.419**		**22.369**		**22.759**		**23.168**
Adult Services		**45.377**		**48.466**		**50.327**		**51.875**
Children's Services		**18.606**		**20.101**		**20.885**		**21.711**
Schools	57.407		56.388		57.383		58.259	
Central Education	14.314		14.922		15.274		15.633	
Culture	1.657		1.712		1.747		1.785	
Education & Culture		**73.378**		**73.022**		**74.404**		**75.677**
HR Communications & Customer		**2.246**		**2.316**		**2.362**		**2.412**
Digital, Performance & Modernisation		**6.472**		**6.829**		**6.991**		**7.162**
Housing		**2.098**		**2.184**		**2.249**		**2.316**
Resources		**4.248**		**4.387**		**4.470**		**4.561**
Council Business		**2.380**		**2.694**		**2.507**		**2.560**
Corporate Management		**0.878**		**0.904**		**0.922**		**0.942**
Capital Financing	5.396		6.446		6.839		7.469	
CTRS / Benefits	7.935		8.332		8.581		8.796	
Levies	5.450		5.668		5.839		6.013	
Help for 1st Time Buyers	1.050		1.103		1.136		1.164	
Corporate & Democratic	3.590		3.734		3.876		4.026	
HRA (Housing Revenue Account) Recharge	(0.865)		(0.891)		(0.909)		(0.927)	
Contingencies	1.199		1.335		1.262		1.287	
Non Service		**23.755**		**25.727**		**26.624**		**27.828**
TOTAL NET EXPENDITURE		**207.029**		**215.531**		**221.145**		**226.983**

This page is intentionally left blank

Isle of Anglesey County Council	
Report to:	Executive Committee
Date:	22nd September 2026
Subject:	Decision on the adoption of the proposed Visitor Levy on Anglesey
Portfolio Holder(s):	Cllr. Alun Roberts (Leisure, Tourism, Maritime and Property)
Head of Service / Director:	Christian Branch Head of Service Regulation & Economic Development
Report Author: **Tel:** **E-mail:**	Andy Godber Visitor Economy and Coastal Areas Manager andygodber@ynysmon.llyw.cymru
Local Members:	Applicable to all Elected Members

A –Recommendation/s and reason/s

The Executive Committee is asked to support the following recommendations:

1. **Having considered the current uncertainties facing the tourism sector and outcome of the public consultation and impact assessments, the Council does not adopt the Visitor Levy.**
2. **The Council will monitor, review and consider evidence of the impact of the Visitor Levy in other local authorities in Wales that have chosen to adopt the Levy, and any changes to the relevant legislation**
3. **The Chief Executive, in consultation with the Leader, will write to Welsh Government requesting a review of the current legislative regime to address the issues raised in the recent consultation process. Such letter to Welsh Government to be circulated to all elected members.**

Background

The Visitor Accommodation (Register and Levy) Etc. (Wales) Act 2025 received Royal Assent on 18th October. The Act gives local authorities the power to introduce a visitor levy (the levy) charged on overnight stays in visitor accommodation in their area. The visitor levy is an additional charge to be paid when staying in visitor accommodation in Wales.

The money raised from the levy would be 'ring fenced' and be used to improve local tourism. The visitor levy could help to:

a. maintain local facilities and infrastructure
b. protect Wales's stunning landscapes
c. ensure communities continue to welcome visitors whilst preserving what makes each area special

Local authorities can decide how to use any revenues raised from the visitor levy to support tourism initiatives and destination management.

The intention is that this new money could cover costs associated with hosting visitors, such as street cleaning, waste collection, preserving natural and cultural attractions as well as being used to support and improve tourism infrastructure, such as toilets, footpaths and visitor centres.

Local authorities can choose if they want to introduce the visitor levy in their area. They will make the decision after consulting with residents, businesses and visitors and assessing its impact. This means the levy will only be charged in areas where communities have decided it is right for them.

The decision making process is guided by both the consultation and by the assessments on the impacts on the economy and equality.

Summary of Equality Impact Assessment

We considered whether the visitor levy could affect people unfairly because of their age, disability, sex, race, religion or belief, sexual orientation, gender reassignment, marriage or civil partnership, pregnancy or maternity. We also considered possible effects on the Welsh language and on people who may experience socio-economic disadvantage.

A –Recommendation/s and reason/s

What we found

- No direct negative equality impacts have been identified at this stage.
- The law includes safeguards, exemptions and refunds to reduce the risk of unfair impacts.
- Disabled visitors who need to travel with a carer may be able to claim a refund in some circumstances.
- Children and young people staying in lower-cost accommodation would be exempt from the levy. However the consultation highlighted a risk that the standard rate, to be applied across accommodation types includes a charge on children and would potentially adversely impact lower income family groups.
- Any wider impact on jobs or visitor spending is expected to be small, and may be reduced by reinvesting the money locally.
- Anglesey has a strong Welsh-speaking community and a tourism workforce with a high level of Welsh language skills. If the levy is introduced, there would be an opportunity to use some of the income to support Welsh-medium visitor services, local culture, signage, events and infrastructure in communities affected by tourism.

Overall conclusion

Based on the information reviewed, introducing a visitor levy in Anglesey is not expected to cause significant negative impacts on equality, the Welsh language or socio-economic well-being. However, the Council would need to keep monitoring impacts over time and make sure that any money raised is spent in ways that benefit residents, visitors, local businesses and Welsh-speaking communities.

Summary of Economic Impact Assessment

What we found

- The overall economic impact is expected to be small.
- The modelling suggests that the levy could lead to a very small reduction in visitor demand, but this would be partly offset by local investment funded through the levy. Depending on the assumptions used, the impact could range from slightly negative to slightly positive.
- The core analysis estimates that the levy could raise upwards of £1.2-£1.5million per year for Anglesey, excluding VAT and after Welsh Government administration costs. This income would provide a stable source of funding for projects and services that support residents, visitors, businesses, and local communities.
- The estimated effect on jobs and the wider economy is limited. Under the main scenarios, the impact is equivalent to less than 0.1% of total employment on Anglesey and around -0.01% of the island's economy. These figures should be treated with caution because local visitor economy data is uncertain and different data sources produce different estimates.

Overall Conclusion

In summary, the assessment indicates that a Visitor Levy would carry minimal economic risk while creating a meaningful new income stream for investment in Anglesey's visitor economy. The final impact would depend on how the levy is implemented, how businesses respond, and how effectively the funding is used to improve the visitor experience and manage local impacts.

The Equality Impact Assessment identified a range of potential positive and negative impacts associated with the proposal. While consultation responses indicate significant concern regarding potential adverse effects, particularly on the tourism sector, these views should be considered alongside the Assessment's findings, which remain a valid appraisal of the potential impacts and opportunities that could arise from implementation.

Many factors include cumulative impact of the Levy on businesses already feeling the impact of the current economic climate, the 182 rule on self catering accommodation and the 20% VAT level. These cumulative factors are seen by respondents as outweighing the positive impacts of increased levels of investment in destination managemet which would come from the introduction of the Levy.

Consultation Process

A public consultation process on the proposed introduction of a Visitor Levy on Anglesey was conducted through an online survey which commenced on the 15th May 2026 (following approval from the Executive Committee and Full Council), and concluded on the 13th July 2026.

In addition, 6 face-to-face sessions were also held in:

a. Llangefni, 15th June 2026
b. Beaumaris, 17th June 2026
c. Newborough, 24th June 2026
d. Holyhead, 29th June 2026
e. Menai Bridge, 1st July 2026
f. Amlwch, 6th July 2026

One business sector specific session was also conducted in conjunction with the Welsh Revenue Authority in Llangefni on the 22nd June 2026

A –Recommendation/s and reason/s

The Council adopted the Gunning's Principles for consultation (as advocated by the Welsh Government). These are:

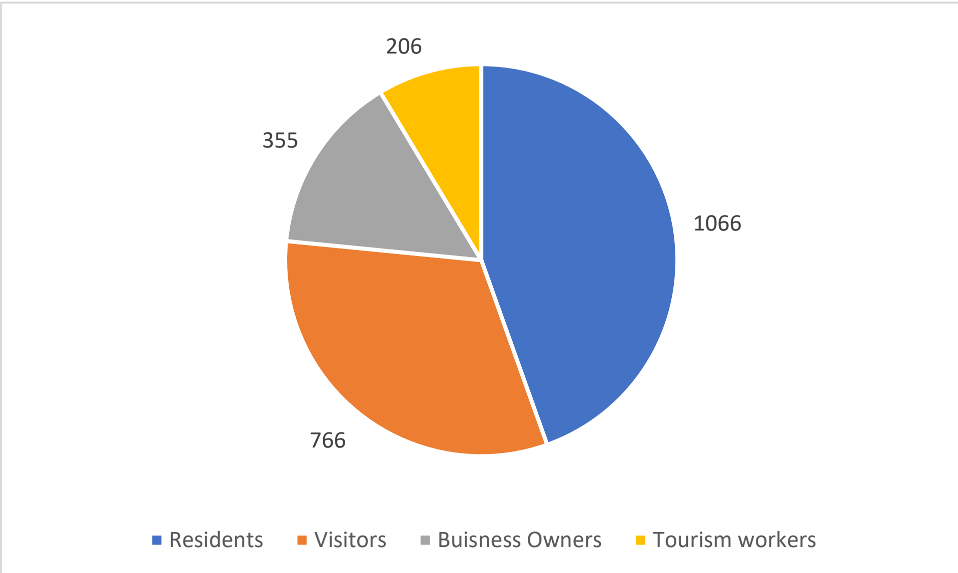
a. Consultation must be at a formative stage
b. Sufficient information must be provided to allow intelligent consideration of response and may include an economic impact assessment
c. Adequate time must be given for consideration and response
d. Feedback from the consultation must be considered by decision makers.

Consultation Findings

The Council received 2,098 responses to the online consolation. These responses were supplemented by feedback provided in the face-to-face sessions.

Opposition to the adoption of the Visitor Levy is strong, with 1,482 (70.8%) of all respondents opposed or tended to oppose the introduction of a visitor levy, while 525 (25.1%) supported or tended to support it.

The respondent base was as follows:



(respondents could select more than one description, so cohort totals exceed the total number of responses).

Opposition to the adoption of the Levy was strongest among tourism workers, business owners/managers and visitors. Residents were more divided, but opposition still exceeded support at 58%.

Responses were spread across the Island, with concentrations in key towns and coastal communities. Around 5.1% of responses were submitted through the Welsh-language questionnaire. The consultation was self-selecting rather than statistically representative, so findings should be read as stakeholder evidence rather than a population survey.

It was clear that Destination Management requires significant additional resources to both offset impacts on communities and to enhance the offer Anglesey can provide so as to retain the positive economic impact of tourism. The >£1.5m which could be derived from Levy was however not seen as being sufficient to offset the perceived negative impacts of the Levy.

Summary of Opposition

a. Opposition centred on the perceived risk to small and seasonal businesses. and given the high percentage of self-catering accommodation on Anglesey, the 182 rule (which pertains to self-catering properties that must be available for at least 182 nights per year to qualify for business rates instead of council tax), and the 20% VAT threshold.
b. Concerns were raised over the lack of clear data to demonstrate the potential of the Levy to deliver income at a level which would enhance destination management. It was felt that the mandatory registration should be in place before a Levy be considered as this would give a clearer picture of potential revenue.
c. Administrative complexity and the reliance upon the businesses to act as 'banker' for the levy without financial renumeration.
d. Concerns over the taxation of children and the impact on lower income families.
e. Higher costs for visitors were highlighted with a resultant reduced competitiveness against mainland or alternative destinations, and a potential reduction in length of stay and overall spend.
f. Concern was raised that additional revenue would not actually be spent on services and activities that support destination management, or the funds would not create additionality.

Summary of Support

a. The challenges facing Anglesey from the pressures of tourism are widely appreciated. There was clear support for the need for additional revenue to support destination management and the alleviation of the impacts of over tourism on sites.
b. Support centred on the principle that visitors contribute to local pressures and should make a modest contribution to maintaining public spaces, visitor infrastructure, cultural and heritage assets, environmental protection and local services.
c. Support for delivering destination management improvements which would benefit residents and visitors alike was to the fore, and agreement was seen that this should be managed in partnership with an external Visitor Levy Forum.
d. The opportunity to deliver community-based destination enhancements was recognised.

A –Recommendation/s and reason/s
Summary of Common Ground a. Both supporters and opponents highlighted the need for transparency, fair exemptions, low administration costs and visible local outcomes. **Conclusions of Consultation Process.** • The visitor sector is a crucial part of the Island's economy, supporting many attractions, accommodation, food and retail related businesses. The Island remains one of the most tourism dependant areas in the United Kingdom. • It is evident that the current cumulative impact of other legislative and fiscal constraints is impacting on local support for the introduction of a Visitor Levy. • Although there is strong recognition that destination management requires additional resources to maintain a position of strength, the impact of an additional taxation would be too great in the current economic climate. The Full Consultation Report is available in Annex A. **Rationale for Recommendations** The Council is seeking to adopt a proactive approach towards the findings of the consultation process. We will look to deliver the following to enhance both understanding of the practical implications of a possible future introduction of the Levy given a significant attitudinal change, and to enhance Destination Management opportunities for Anglesey irrespective of the Levy: • Undertake further assessments to determine if the income derived and ring fenced for key destination management enhancements would offset potential sector related negative impacts. • Effective introduction of the National Register of accommodation providers, and the utilisation of data to give a clearer assessment of impacts of the Visitor Levy if it was to be introduced. • Active engagement with the sector to enhance destination management and develop a collaborative model for future enhancements. • Engage with Welsh Government to clearly define the consultation findings with a view to highlighting the need to review aspects of the legislation including the taxation of children, and the reliance on the accommodation providers to administer the Levy. • Develop a clear financial model for likely gross income, administration costs and set up, nett income and ring-fenced funding arrangements. • Actively contribute to the ongoing Welsh Government consultation/review of the 182 rule. It is likely that any future decision on the adoption of the Visitor Levy would have a timescale of up to 2 years which would include the need for consultation and the stipulated 1 year notification period to the Welsh revenue Authority. .

B – What other options did you consider and why did you reject them and/or opt for this option?
The Council could decide to adopt the Visitor Levy on Anglesey despite the strength of negative responses and feedback. This is not considered to be a feasible option.

C – Why is this a decision for the Executive?
Securing the formal support of the Executive is required due to the socio-economic importance of the visitor sector to the Island's economy and the significant interest in the recent consultation process.

Ch – Is this decision consistent with policy approved by the full Council?
Although not specifically referenced in the Destination Management Plan nor Council Plan, the rationale of the Levy to help deliver sustainable destination management is consistent with both Plans.

D – Is this decision within the budget approved by the Council?
The consultation process, including the preparation of economic and equality impact assessments has cost circa £15,000. Regulation and Economic Development Service funding has been utilised.

Dd – Assessing the potential impact (if relevant):		
1	How does this decision impact on our long-term needs as an Island?	Delivery of the Destination Management Plan and transitioning the Anglesey tourism product to one which is more sustainable and well managed requires additional resourcing. The introduction of the Visitor Levy would have provided upwards of £1.5m of ring fenced revenue for Destination Management, and help alleviate impacts on communities as well as developing the destination offer Anglesey can provide This decision not to adopt the Levy leaves the challenges of Destination Management without additional resources to deliver, and requires further investigation to determine if the revenue which is clearly required

Dd – Assessing the potential impact (if relevant):		
		to deliver enhanced destination management through the Levy offsets negative impacts sufficiently.
2	Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority? If so, how?	No – the recommendation to not currently adopt the Levy leaves Destination Management as a non-statutory activity requiring support from ever more challenging core public funds and competitive external grants.
3	Have we been working collaboratively with other organisations to come to this decision? If so, please advise whom.	We have collaborated with the Gwynedd Council, Conwy County Council and the Welsh Revenue Authority
4	Have Anglesey citizens played a part in drafting this way forward, including those directly affected by the decision? Please explain how.	The public have had an opportunity to provide feedback through the consultation process and workshops
5	Note any potential impact that this decision would have on the groups protected under the Equality Act 2010.	A full Equality Impact Assessment has been prepared (**Annex B**). In summary it concludes: Introducing a visitor levy in Anglesey is not expected to result in significant adverse equality, Welsh language, or socio-economic impacts, provided statutory safeguards are applied and revenue is reinvested in line with the Act. Future decisions on spending priorities and monitoring will be critical in maximising benefits and mitigating any emerging impacts—particularly for: • Young workers • Disabled visitors • Welsh-speaking communities
6	If this is a strategic decision, note any potential impact that the decision would have on those experiencing socio-economic disadvantage.	A full Economic Impact Assessment has been prepared (**Annex C**). In Summary it concludes: A Visitor Levy on Anglesey is likely to present minimal economic risk, generate reliable and meaningful local revenue, and offer potential long-term benefits if funds are invested effectively. Overall findings are consistent with the Welsh Government's national appraisal, suggesting only marginal economic impacts alongside a significant new funding stream for destination improvements.
7	Note any potential impact that this decision would have on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.	An evaluation of potential impacts on the Welsh Language has been included within the Equality Impact Assessment (**Annex B**) In Summary it concludes: Anglesey is a stronghold of the Welsh language, with 69% of residents able to speak Welsh compared with 25% across Wales, while around 51% of tourism workers have Welsh language skills. The visitor levy could have a positive impact on the language if revenues are invested in Welsh-medium visitor experiences, cultural events, bilingual interpretation and signage, and infrastructure within Welsh-speaking communities. Although there is potential for minor negative effects, such as a small reduction in visitor spending, these are expected to be limited. Overall, the levy has the potential to support and strengthen the Welsh language, provided investment is targeted effectively.

E – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	Support Recommendations
2	Finance / Section 151 (mandatory)	
3	Legal / Monitoring Officer (mandatory)	
4	Human Resources (HR)	NA
5	Property	NA

E – Who did you consult?		What did they say?
6	Information Communication Technology (ICT)	Preparing the digital consultation materials
7	Procurement	NA
8	Scrutiny	NA
9	Local Members	NA

F - Appendices:
Annex A – Consultation Report Annex B – Equality Impact assessment Annex C – Economic Impact Assessment

Ff - Background papers (please contact the author of the Report for any further information):
Executive Committee Report 24th February 2026 – Public Consultation on the proposed Visitor Levy

Ynys Môn

THE ISLE OF

Anglesey

VISITOR LEVY CONSULTATION

FINAL REPORT

Combined quantitative and qualitative evidence

Prepared for Isle of Anglesey County Council

Aqua Marketing and Rhos Consultancy

August 2026

Mae'r ddogfen hon ar gael yn Gymraeg /
This document is available in Welsh

CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

www.ynysmon.llyw.cymru
www.anglesey.gov.wales

Visitor Levy Consultation - Final Report

This report sets out the findings of an 8 week consultation process conducted between the 15th of May 2026 and the 13th of July 2026.

It forms the basis for informed decision making by Full Council over the adoption of the Visitor Levy on Anglesey.

Contents and report scope

This final report integrates the final survey dataset, written representations, community drop-in evidence, the accommodation-provider meeting and a review of publicly searchable promotion by Isle of Anglesey County Council and Visit Anglesey.

1. Executive summary

1.1 Evidence base and headline result

The final bilingual survey contains 2,098 records: 1,991 English-route and 107 Welsh-route records. It is supplemented by six community drop-ins, a sector meeting attended by 17 accommodation providers, 13 named written stakeholder positions, geographic analysis and a review of consultation promotion and communications. The evidence streams serve different purposes: the survey provides the clearest numerical account of submitted views; events and the sector meeting provide local and operational depth; and written submissions add organisational, technical and specialist perspectives.

Among 2,092 valid answers to the main stance question, 1,482 (70.8%) opposed or tended to oppose the levy, 525 (25.1%) supported or tended to support it and 85 (4.1%) were neutral or unsure. Strong opposition was the largest single response category. The consultation was self-selecting rather than a representative poll, so these figures describe the balance of views submitted rather than a population-weighted referendum.

Headline finding	Result / interpretation
Residents	57.8% opposed; 38.1% supported. More divided than businesses or visitors, but opposition remained the largest position.
Businesses	83.1% opposed. Collector confidence and operational readiness are major implementation issues.
Visitors	84.2% opposed. Stated behavioural sensitivity is substantial but should not be treated as a forecast.
Governance	1,890 respondents rated clear governance important or very important.
Investment	Public conveniences and cleanliness were the leading reinvestment priority.
Overall	Opposition to immediate introduction was the majority position within the consultation, while a minority of respondents and several stakeholders supported or conditionally supported the principle of a visitor levy.

1.3 Findings by respondent cohort

The strength of opposition varied materially by relationship with Ynys Môn. Residents were the largest cohort and were clearly divided, with almost two in five valid resident responses supportive. Businesses and visitors, by contrast, were overwhelmingly opposed. This distinction is important because businesses would undertake much of the collection and customer communication, while visitors would pay the charge.

Visitor respondents also identified possible behavioural responses. A total of 454 said the levy would significantly affect their decision to visit, 475 stated that they would stay for a shorter period and 508 said they might stay outside Ynys Môn. These are stated intentions under a hypothetical future charge. They identify areas of potential behavioural risk, but they do not establish how many visitors would actually change behaviour or the resulting effect on nights or expenditure.

1.4 Business and accommodation-sector findings

Business respondents raised a range of concerns relating to the timing of implementation. Respondents considered the levy alongside seasonality, the 182-day letting rule, VAT, wages and National Insurance, energy and operating costs, narrow margins and wider regulatory change. The proposal was therefore judged cumulatively rather than as an isolated charge.

The accommodation-provider meeting added detailed implementation concerns: registration, penalties, enforcement, guest records, exemptions, refunds, infants and disability claims, VAT, platform commission, transaction charges and booking-system changes. Participants considered that these burdens could fall disproportionately on micro-businesses, self-catering operators, agency-dependent providers and businesses using multiple platforms. They also identified tested workflows, worked examples, accessible support and clarity of responsibilities as important implementation considerations.

1.5 Fairness, affordability and competitiveness

Fairness concerns included the distinction between overnight and day visitors, cumulative costs for families and groups, longer stays, lower-cost accommodation, motorhomes and informal overnight stays. Businesses also questioned whether a locally applied charge could affect competitiveness relative to neighbouring areas or other destinations. The report does not assume that the levy alone determines destination choice; total price, quality, availability, visitor loyalty and the visibility of improvements also matter.

1.6 Reinvestment priorities and potential benefits

Opposition to the levy did not mean that respondents saw no destination-management need. Public conveniences and cleanliness were the leading priorities, followed by transport, parking and access, support for local businesses, paths and promenades, the natural environment and community facilities. These are practical, visible interventions that can benefit residents and visitors.

1.7 Governance, trust and local accountability

Governance was one of the strongest areas of convergence across otherwise different positions. Respondents wanted representation for accommodation providers, tourism businesses, residents and community groups, together with clear decision-making rules, conflict arrangements, financial reporting and independent scrutiny. Mistrust focused on whether income would be ring-fenced, whether it could substitute for existing budgets, how much would be deducted for administration and whether places generating visitor pressure would see a fair return.

Issue raised	Arrangements identified in the evidence
Representative governance	Respondents and stakeholders identified representative governance, including the possible role of a Destination Anglesey Partnership or equivalent, with clarity on membership and remit.
Additionality	Respondents associated confidence with ring-fencing, additionality and clarity about baseline expenditure.
Transparency	Respondents called for transparency about gross income, deductions, net investment, geographic allocation and outcomes.
Local accountability	The evidence records both island-wide priorities and demand for visible place-based benefit.
Evaluation	Baseline indicators and independent monitoring were identified as relevant to understanding economic, operational, environmental and geographic effects.

1.8 Geographic, event and stakeholder evidence

Ynys Môn is a coherent island destination, but pressures and priorities differ between places. Interim work identified strong resident responses in West and North Anglesey and business concentrations around Holyhead / Trearddur Bay, Beaumaris / Menai Bridge, Amlwch / Cemaes and Benllech / Moelfre. Event evidence reflected local differences: Beaumaris emphasised local return and visitor assets; Holyhead discussed campervan infrastructure and sustainable tourism; Amlwch feared being overlooked; and Menai Bridge highlighted year-round events.

The six community drop-ins recorded only 23 attendances in total, including no attendance at Llangefni. Their value is qualitative rather than representative. The accommodation-provider meeting drew 17 providers but participants still questioned whether enough of the sector had been reached and asked for stronger engagement with caravan parks and wider accommodation networks.

Thirteen named written stakeholder positions were received: nine opposed, three supportive and one mixed or conditional. Opposing submissions emphasised competitiveness, price-sensitive domestic tourism, administration, VAT, platform costs, overnight versus day visitors, campervan displacement and confidence in allocation. Supportive academic and environmental evidence focused on infrastructure, environmental quality, improved data, local accountability and evaluation. Across positions, governance, business readiness, additionality and monitoring repeatedly emerged as common requirements.

1.9 Promotion, communications and reach

The communications activity was repeated, bilingual and multi-channel. It included a dedicated consultation page, launch material, an earlier statement that no local decision had been made, Council and Visit Anglesey social-media activity, local community-group sharing and direct email contact with approximately 40 accommodation providers for the sector meeting. The limitation is that the available records do not provide a complete audit of digital reach or conversion. Low event attendance and sector feedback show that visibility did not necessarily translate into broad participation.

1.10 Integrated interpretation: principle, timing and readiness

The evidence records two distinct strands of opinion. A majority of respondents opposed introduction of the levy, while some respondents and stakeholders supported or conditionally supported the principle and identified potential benefits associated with additional investment, improved tourism data, environmental management, local accountability and visible additional spending.

The consultation also records substantial opposition, particularly among businesses and visitors. Prospective collectors raised administrative and tax concerns; business pressures were described as cumulative; respondents expressed limited confidence in how income might be used; event participation was limited; and detailed governance arrangements had not been established at the time of consultation. These findings describe both the balance of submitted opinion and the implementation issues raised by participants.

1.11 Sensitivity and final executive conclusion

The survey was self-selecting; cohorts overlap; valid totals vary by question; visitor behaviour is stated intention rather than observed outcome; event attendance was low; written submissions vary in mandate; and stakeholder forecasts remain attributable unless independently verified. These limitations do not remove the significance of the findings, but mean the report should be used as a record of submitted views, reasons and readiness issues rather than a representative referendum or precise forecast.

2. Consultation methodology and reach

The consultation was designed as a mixed-method evidence-gathering exercise, combining an online bilingual survey with community drop-in sessions, direct engagement with accommodation providers and the consideration of written submissions from businesses, representative organisations, public bodies and other stakeholders. This approach was intended to capture both the numerical balance of opinion and the more detailed reasoning, practical experience and local context underlying those views.

The online survey provided the principal quantitative evidence base. It enabled respondents to express their overall position on the possible introduction of a Visitor Levy, identify the factors influencing their views and comment on potential economic, social, environmental and operational effects. It also allowed findings to be examined across different respondent cohorts, including residents, businesses, accommodation providers and visitors. Where sufficient information was available, the analysis considered differences according to respondent characteristics, business type, geographic location and relationship with the visitor economy.

The survey was available in Welsh and English and was promoted as an open consultation rather than a statistically representative opinion poll. Participation was voluntary, and respondents chose whether to engage. The resulting figures therefore provide a clear account of the balance of views submitted through the consultation, but they should not be interpreted as a population-weighted estimate of opinion across the whole of Anglesey. People with particularly strong views, whether supportive or opposed, may have been more likely to respond.

The quantitative results are nevertheless an important component of the evidence. They provide a consistent basis for comparing the overall balance of support and opposition and for identifying differences between groups. They also show the relative prominence of issues such as affordability, business viability, administrative requirements, visitor behaviour, the use of revenue, governance and local reinvestment. Percentages are generally based on valid responses to each question, and totals may vary because some questions were optional, routed to particular groups or allowed respondents to select more than one answer.

The survey evidence was complemented by a programme of community drop-in sessions held in Llangefni, Beaumaris, Newborough, Holyhead, Menai Bridge and Amlwch. These sessions were intended to give residents, businesses and local stakeholders an opportunity to discuss the proposal in person, seek clarification and raise issues that might not be fully captured through a structured questionnaire. Attendance varied considerably between locations, with no attendees recorded at the Llangefni session and stronger participation in Beaumaris, Holyhead and Amlwch.

The drop-ins generated useful place-based evidence. Participants discussed the different ways in which tourism affects individual communities and the importance of ensuring that any income raised is visibly reinvested in the places experiencing visitor pressures. Issues included the upkeep of public conveniences, parking, traffic, illegal or informal overnight camping, community facilities, seasonal services and the maintenance of visitor infrastructure. Participants also raised concerns that smaller or less prominent areas could be overlooked if spending decisions were made only at an island-wide level.

The community sessions revealed a mixture of supportive, opposing and conditional views. In Holyhead, for example, discussion included potential investment in campervan facilities, sustainable tourism and mitigating the effects of visitor pressure. In Beaumaris and Amlwch, concerns were more strongly focused on the effect on small businesses, visitor spending, seasonality and whether revenue raised locally would return to the area. These discussions demonstrate that attitudes were not determined solely by whether an area received high visitor numbers. Views were also shaped by local economic dependence, existing infrastructure pressures and confidence in future spending arrangements.

A separate sector-specific meeting organised by the Council was held for accommodation providers, with the Welsh Revenue Authority also present to explain registration, collection and compliance arrangements. This provided a focused opportunity to examine the practical implications for businesses that would be responsible for collecting and administering the levy. The meeting generated detailed evidence on booking systems, record keeping, exemptions, refunds, VAT, card charges, enforcement and the additional staff time that could be required.

The accommodation-provider evidence was particularly important because the financial liability would fall on the visitor, while much of the operational responsibility would rest with the accommodation business. Participants highlighted the need to record guest numbers and nights, distinguish between different categories of visitor, manage exemptions and refunds and reconcile levy payments with booking and accounting systems. For larger operators, these changes might require software adaptation and revised procedures. For smaller and micro businesses, the same requirements could fall directly on an owner-manager with limited administrative capacity.

Providers also raised concerns about the interaction between the levy and taxable turnover, particularly for businesses close to the VAT registration threshold. The existing 182-day letting requirement, rising employment and operating costs, seasonality and wider economic uncertainty were frequently cited as part of the context in which a further administrative obligation would be introduced. Participants questioned whether levy income would outweigh any reduction in bookings, length of stay or visitor spending and emphasised that impacts would extend beyond accommodation businesses to shops, cafés, attractions, transport providers and local supply chains.

Written submissions added a further layer of evidence. These included contributions from tourism and business organisations, individual accommodation providers, community bodies, environmental interests and academic researchers. The submissions varied in length, purpose and evidential basis. Some presented formal organisational positions, while others provided local examples, economic estimates or technical observations on governance and implementation.

A substantial proportion of the written evidence opposed implementation in the current economic climate. Recurring concerns included competitiveness, the cumulative cost of holidays, reduced visitor demand, shorter stays, lower expenditure in local businesses, business viability and the fairness of applying the charge to overnight visitors while day visitors and some informal overnight users would not contribute in the same way. Several submissions also emphasised Anglesey's reliance on domestic, family and short-break markets and its potential exposure to competition from neighbouring destinations that may not introduce a levy.

Other written responses supported the principle of a visitor contribution or considered that the levy could be justified if accompanied by strong safeguards. Supportive evidence referred to the cost of maintaining infrastructure, services and environmental assets used by visitors and residents, as well as the opportunity to generate additional funding for destination management. Academic evidence highlighted the international prevalence of visitor levies and suggested that long-term success would depend less on the existence of the charge itself than on the quality of governance, transparency and reinvestment.

Across the different evidence channels, governance emerged as a central issue. Respondents sought clarity on how priorities would be selected, how businesses and communities would be represented and how expenditure would be reported. There was strong interest in ring-fencing, local influence, published accounts, measurable outcomes and assurance that levy income would be additional to existing Council budgets rather than used to replace them.

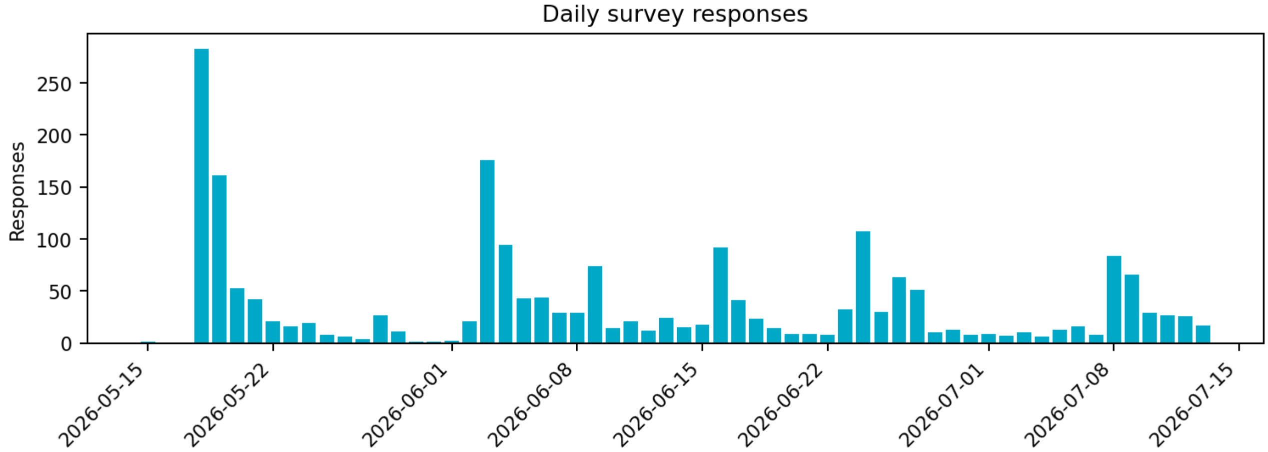
This concern was closely linked to wider levels of trust in the public sector. Some respondents expressed doubt that revenue would be spent transparently or returned to the communities generating it. Others questioned whether administrative costs would absorb too great a share of the income. These views do not necessarily reflect the eventual design of any scheme, but they are material to its perceived legitimacy and acceptability. Respondents associated greater confidence with early engagement, clear governance arrangements, transparent reporting and visible evidence of local benefit.

The evidence streams should be interpreted together rather than in isolation. The survey provides the clearest numerical indication of the balance and intensity of submitted views. The events explain how concerns and opportunities differ between communities, while the accommodation-provider meeting identifies practical implementation issues. Written submissions provide organisational perspectives, technical arguments and more developed reasoning.

Contributors may have participated through more than one channel, and attendance figures, survey responses and written submissions should not therefore be added together to produce a unique participant total. Event attendance was also uneven, and written submissions cannot be treated as equivalent to individual survey responses. Each channel serves a different analytical purpose.

Taken together, the methodology produced a broad and substantive body of evidence. It records significant opposition to implementation in the present climate, particularly among accommodation and tourism businesses, while also recording support and conditional support for the underlying principle of a visitor contribution. Some respondents recognised the need for additional tourism investment but did not consider the current economic, administrative or institutional conditions suitable for introducing the levy.

The consultation therefore provides evidence not only on views about the levy, but also on the issues respondents associated with confidence in any potential implementation. These included business readiness, VAT and administrative concerns, engagement with the accommodation sector, enforcement, transparent governance, local representation, reinvestment and trust between the Council, communities and the visitor economy.



Channel	Volume	Interpretation
Survey	2,098 records	Self-selecting quantitative base
Community drop-ins	Six locations	Place-based qualitative evidence
Accommodation-provider meeting	17 providers	Collector and operational evidence
Written positions	13 named stakeholders	Organisational evidence

3. Response profile and overall position

This section describes the composition of the consultation response and the limits that must be applied when interpreting the headline findings. The combined dataset contains approximately 2,098 survey records. Respondents could identify more than one relationship with Ynys Môn—for example, a resident could also own a tourism business, work in the sector or visit other parts of the island. The cohort figures therefore record selections rather than four mutually exclusive groups.

Cohort	Selections	Share of all records	Interpretation
Residents	1,066	50.8%	Largest group; people living permanently or mainly on the island.
Visitors	766	36.5%	Day and staying visitors; substantial evidence on stated visitor attitudes.
Business-related	463	22.1%	Owners, managers and people working in tourism or other island businesses.
Community / voluntary	45	2.1%	Smaller group, but potentially important organisational and place-based evidence.

Percentages use valid responses to each question. Cohorts overlap and multiple-response totals can exceed 100%.

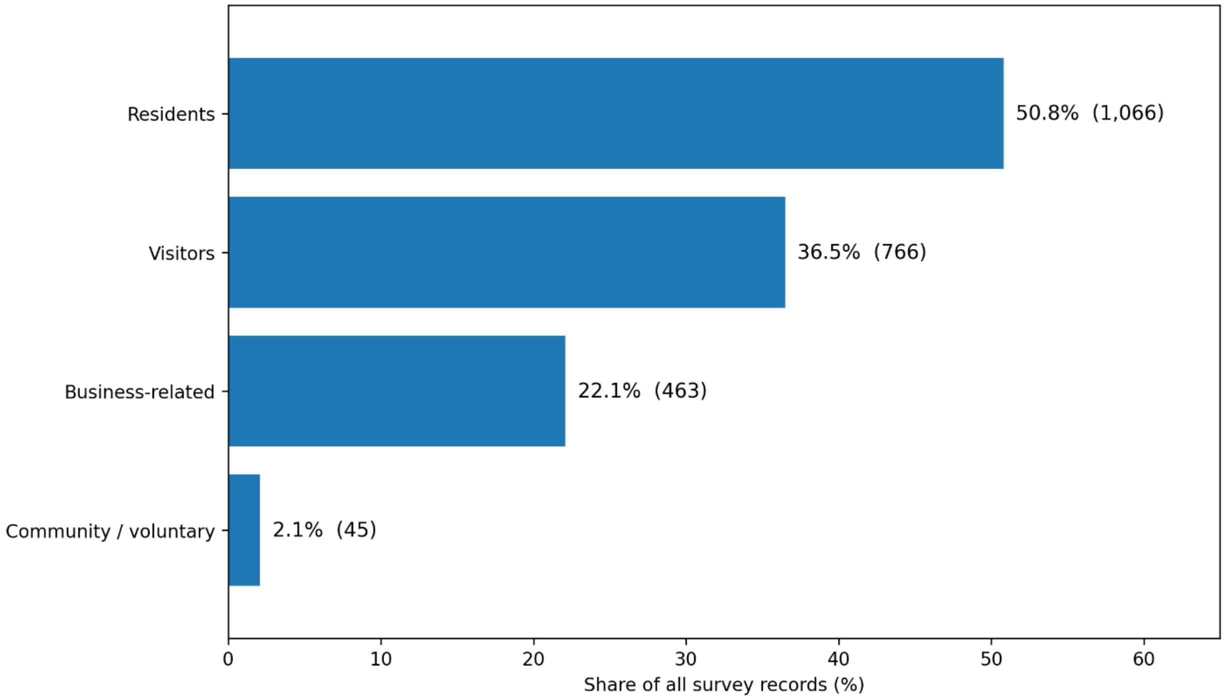


Figure 3.1. Respondent relationships as a share of all survey records.

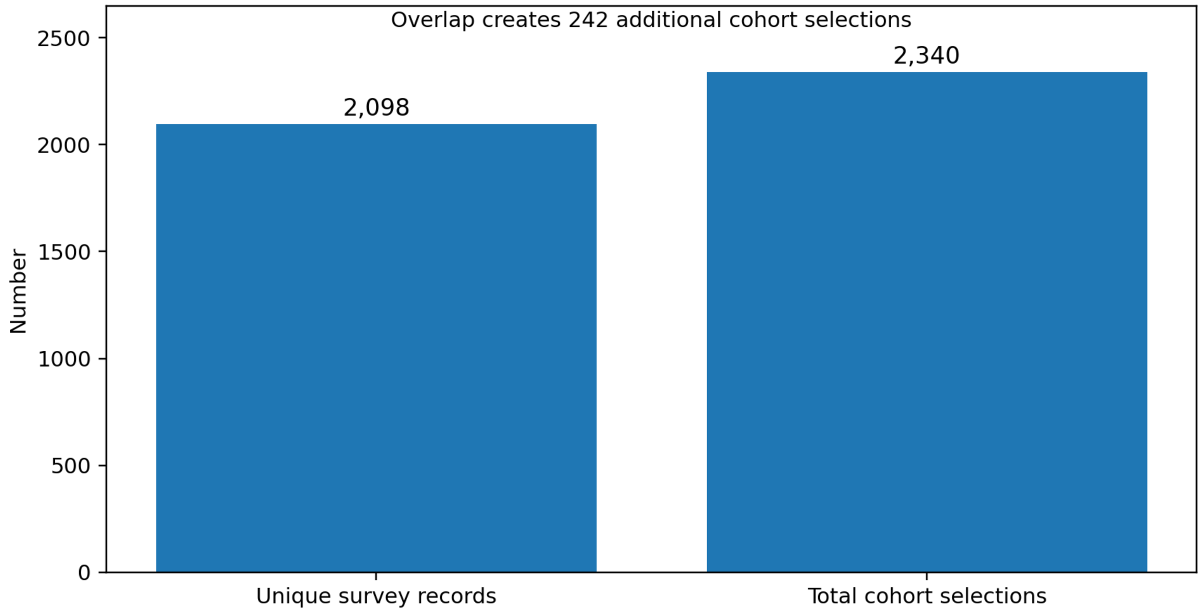


Figure 3.2. Survey records compared with total selections across the four principal cohorts.

3.1 Scale and composition of participation

Residents formed the largest cohort, with 1,066 selections, equivalent to just over half of all records. This provides a substantial body of resident evidence on community impact, local services, fairness and the use of any future income. Visitors were the second-largest group, with 766 selections or 36.5% of records. Their responses provide useful evidence on affordability, value, destination choice and stated behavioural responses, although they do not demonstrate that the sample mirrors the full visitor population by origin, trip type, accommodation or spending.

Business-related respondents accounted for 463 selections, or 22.1% of records. This is a material share of the evidence base and gives the business analysis considerable depth. The category is broader than accommodation providers: it includes owners, managers and people working in tourism or other businesses whose activity may be directly or indirectly linked to the visitor economy. It should therefore be treated as a business relationship, not as a census of enterprises.

Community and voluntary respondents accounted for 45 selections, or 2.1%. The cohort is small numerically, but its evidence may include organisational experience, knowledge of specific communities and views on local services, wellbeing and the geographic distribution of benefit. Its contribution should therefore be considered qualitatively as well as numerically.

3.2 Overlap between cohorts

The four cohorts account for 2,340 selections compared with 2,098 survey records. The difference of 242 selections confirms that a substantial number of respondents identified with more than one relationship. On average, the four listed categories generated around 1.12 selections per record. This does not mean that every respondent selected more than one category; it shows that overlap was sufficiently common to affect interpretation.

A resident who operates self-catering accommodation may appear in both the resident and business-related findings. A person employed in tourism may also have responded as a resident, while a second-home owner or frequent visitor may hold several connections with the island. Cohort findings therefore describe views associated with each selected relationship rather than the opinions of four completely separate populations. The counts must not be added together to calculate the number of people.

3.3 How the evidence should be interpreted

Feature	What the data supports	What it does not establish
Large resident response	A substantial record of resident views and concerns.	A population-weighted estimate for all island residents.
Substantial visitor response	Analysis of stated visitor attitudes and intended reactions.	A forecast of actual visitor numbers, nights or expenditure.
Material business response	Detailed evidence on perceived economic and administrative effects.	A complete census of island businesses.
Overlapping categories	Comparison of views linked to different relationships.	Four mutually exclusive groups.
Self-selecting consultation	A transparent record of views submitted.	A referendum result or representative opinion poll.

3.4 Overall position and polarisation

The response was strongly polarised. Submitted views did not cluster around a single moderate position; instead, the evidence contained firmly expressed support and firmly expressed opposition. This indicates that the proposal was understood not simply as a minor administrative measure, but as an issue connected to taxation, fairness, affordability, local services, the visitor economy and confidence in the use of public income.

The reasons behind similar headline answers were not necessarily the same. Opposition could reflect concern about business viability, cumulative holiday costs, family affordability, administrative burden, the principle of charging overnight visitors or confidence in public expenditure. Support could reflect pressure on infrastructure, a belief that visitors should contribute, environmental management needs or the prospect of additional local investment. Qualitative evidence is therefore essential to explain the meaning behind the numerical positions.

The participant profile also helps explain expected differences between cohorts. Residents were more likely to consider community impact, services and local fairness; visitors were more likely to consider trip cost, value and destination choice; and business-related respondents were more likely to focus on demand, competitiveness, margins, administration and collection. These are analytical tendencies rather than rigid divisions, particularly because the categories overlap.

3.5 Statistical and democratic limitations

The findings are a clear and valuable record of submitted views, but they are not a population-weighted referendum result. Participation was voluntary, and people with stronger views, greater awareness or a direct personal or commercial interest may have been more likely to respond. Without a probability-based sampling design and weighting, the data cannot establish the exact balance of opinion across the whole resident population, business base or visitor market.

This does not reduce the relevance of the consultation. Its purpose is to identify views, concerns, evidence and potential consequences that decision-makers should consider. The scale of resident, visitor and business participation provides a broad evidence base, while open comments, written submissions and engagement activity can reveal matters that would not be captured by a simple opinion poll. The correct interpretation is therefore evidential rather than electoral.

3.6 Key messages

- The consultation engaged the three principal relationships most directly affected by a visitor levy: residents, visitors and businesses.
- Residents were the largest cohort, but visitors and business-related respondents also formed substantial parts of the evidence base.
- The four reported categories overlap significantly and must not be treated as separate populations or added together.
- The business-related category is broad and extends beyond registered accommodation providers.
- Community and voluntary participation was smaller but may provide distinct organisational and place-based evidence.
- Strong polarisation means that headline percentages must be read alongside the reasons given in qualitative responses.
- The findings record submitted views; they are not a representative referendum or a direct forecast of future behaviour.

3.7 Concluding interpretation

Taken together, the profile indicates a large and diverse evidence base, with particularly strong participation by residents and substantial input from visitors and people connected to business. This enables meaningful comparison of how the proposal was viewed through different social and economic relationships with Ynys Môn.

At the same time, the overlapping categories and self-selecting nature of participation require caution. Cohort shares describe the composition of the submitted evidence, not the demographic composition of the island or its visitor economy. The results should be used to understand the strength, range and reasoning of the views received, while avoiding claims that they provide a statistically representative mandate.

The sections that follow should retain this distinction: headline percentages show the scale and direction of opinion; cohort comparisons identify differences in perspective; and qualitative evidence explains the concerns, conditions and expected effects underlying the submitted positions.

4. Findings by respondent cohort

This section compares the balance of support, neutrality and opposition among the four principal respondent cohorts. The comparison is based on valid answers to the relevant closed question within each cohort. Because respondents could identify with more than one relationship, the cohorts are not mutually exclusive. The figures describe the distribution of views associated with each relationship rather than four separate populations.

Cohort	Valid	Support	Neutral	Oppose
Residents	1,064	38.1%	4.1%	57.8%
Businesses	462	12.1%	4.8%	83.1%
Visitors	764	11.6%	4.2%	84.2%
Community / voluntary	44	45.5%	2.3%	52.3%

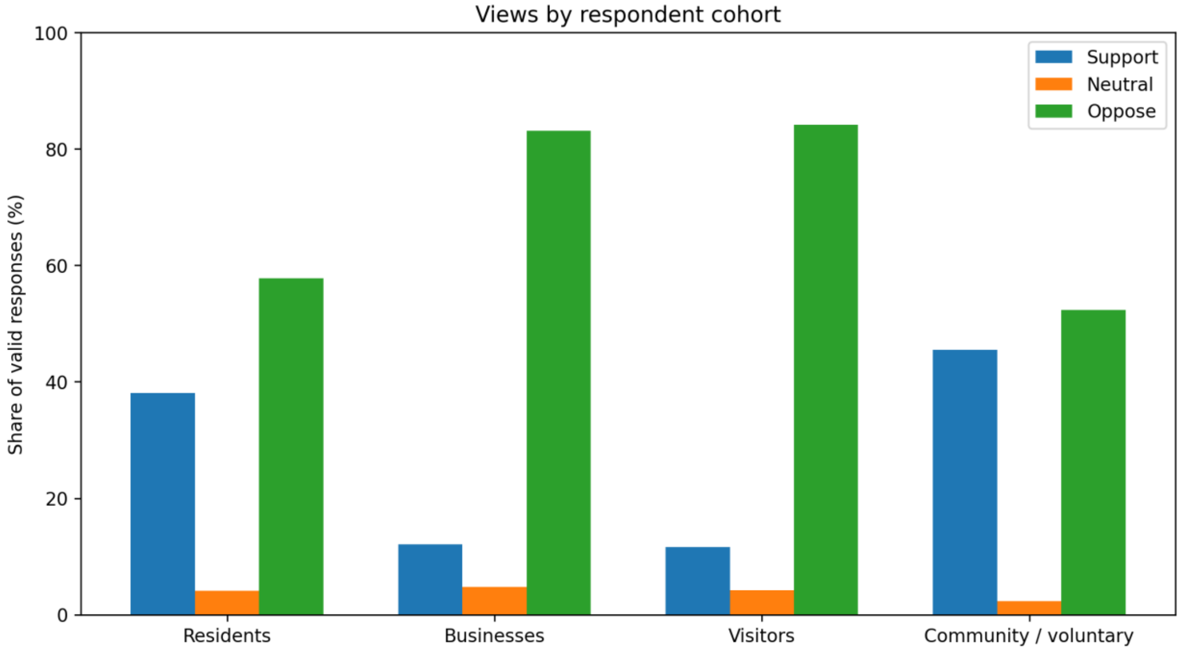


Figure 4.1. Support, neutrality and opposition by respondent cohort.

4.1 Headline comparison

The results show a consistent tendency against the levy, but the strength of that tendency varied markedly. Residents were divided: 38.1% supported the levy and 57.8% opposed it, a 19.7 percentage-point gap. This is a clear leaning against the proposal, but it is considerably less pronounced than the position among businesses and visitors.

Business respondents were overwhelmingly opposed. Opposition stood at 83.1%, compared with 12.1% support and 4.8% neutral. Visitor respondents recorded the highest opposition level at 84.2%, with 11.6% support and 4.2% neutral. The close similarity between the business and visitor results indicates strong resistance among both those expected to collect the levy and those expected to pay it. Community and voluntary respondents were more evenly divided. Support stood at 45.5%, opposition at 52.3% and neutrality at 2.3%. The cohort was small, but its near-even split shows that organisational and community perspectives were not uniformly aligned with the much stronger opposition found among businesses and visitor

4.2 Approximate response counts

The percentages can also be expressed as approximate numbers of valid answers. These figures are derived from the published percentages and rounded to the nearest whole response. They may therefore differ by one response from the underlying unrounded data.

Cohort	Valid	Approx. support	Approx. neutral	Approx. oppose
Residents	1,064	405	44	615
Businesses	462	56	22	384
Visitors	764	89	32	643
Community / voluntary	44	20	1	23

The resident cohort contained approximately 405 supportive and 615 opposing responses. The business cohort contained around 56 supportive and 384 opposing responses, while the visitor cohort contained around 89 supportive and 643 opposing responses. The community and voluntary cohort was approximately 20 supportive, one neutral and 23 opposing.

4.3 Net opposition and strength of difference

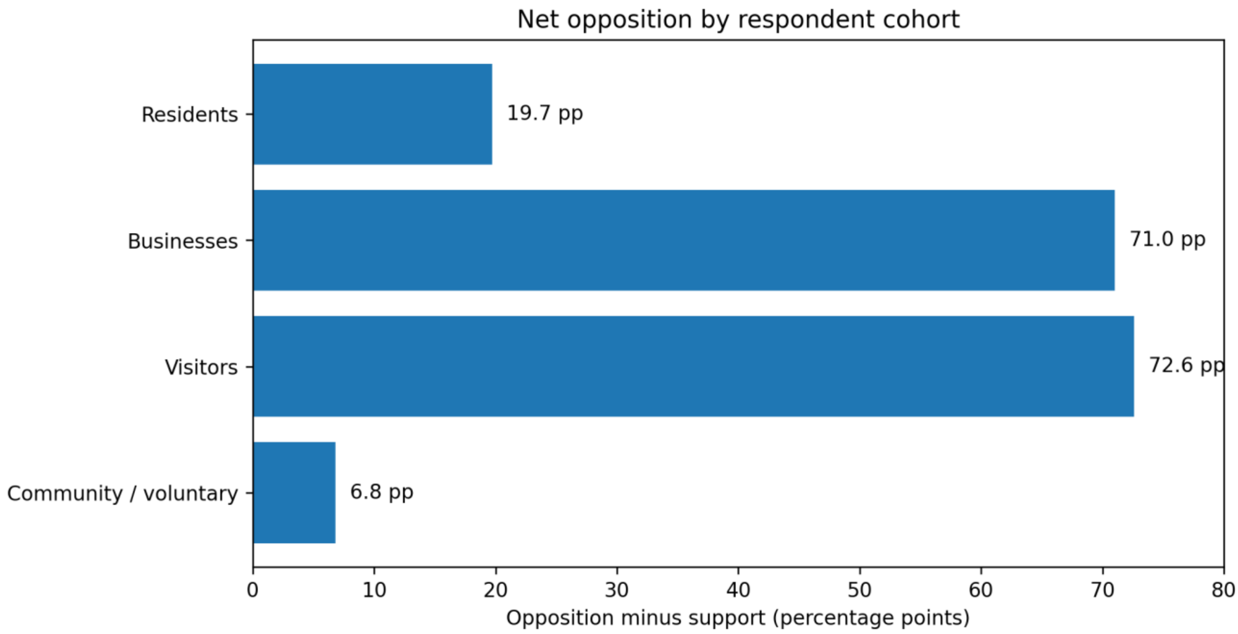


Figure 4.2. Percentage-point difference between opposition and support.

Cohort	Opposition minus support	Interpretation
Residents	19.7 percentage points	Clear net opposition
Businesses	71.0 percentage points	Very strong net opposition
Visitors	72.6 percentage points	Very strong net opposition
Community / voluntary	6.8 percentage points	Closely divided; slight net opposition

The net-opposition measure makes the contrast between cohorts especially clear. It does not replace the full distribution, because it does not show neutrality, but it demonstrates that the business and visitor positions were not simply negative: they were strongly and consistently negative. The resident position was more mixed, while the community and voluntary cohort was close to evenly divided.

4.4 Interpretation of the resident position

Resident opinion cannot accurately be described as uniformly opposed. Nearly two in five valid resident responses supported the levy, while a clear majority opposed it. This suggests that the principle of raising additional income from visitors had some resident appeal, but concerns about fairness, effectiveness, economic impact or the use of income remained sufficiently strong to produce an overall negative balance.

The neutral share was only 4.1%, so most residents selected a definite position. Detailed qualitative analysis is therefore needed to distinguish principled support or opposition from conditional views linked to exemptions, spending priorities, governance or the detailed design of the scheme.

4.5 Interpretation of the business position

More than four in five valid business responses opposed the levy, and only around one in eight supported it. The low neutral share shows that the position was strongly formed rather than uncertain. The submitted evidence therefore indicates low confidence among many accommodation providers and affected businesses who participated.

This has practical significance because businesses would be central to collection, record keeping, customer explanation and compliance. A scheme may be legally implementable without high collector support, but low confidence increases the need for clear guidance, proportionate systems, early engagement, accessible support and visible evidence that income is additional and used effectively. It is also important to separate objections to the principle from objections to timing, rate, administration or proposed expenditure.

4.6 Interpretation of the visitor position

Visitor opposition was marginally higher than business opposition. This does not establish that visitors would stop coming to Ynys Môn or reduce their length of stay: the finding records stated opinion, not observed future behaviour. It does, however, show that the levy was poorly received by the visitor respondents who participated.

4.7 Interpretation of the community and voluntary position

The community and voluntary cohort was the smallest, with 44 valid responses, so small percentage changes represent only a few answers. Its result should therefore be interpreted cautiously. Nevertheless, the near-even split is analytically useful because it differs from the much stronger opposition among businesses and visitors.

Community and voluntary organisations may assess the levy through a broader set of considerations, including local infrastructure, environmental pressures, community benefit, access to services and the geographic distribution of income. The result suggests that some organisations saw a credible benefit, while others remained concerned about economic effects, fairness or delivery.

4.8 Cross-cohort interpretation

Taken together, the findings show that opposition was strongest among the two cohorts most directly connected to payment and collection. Residents were less strongly opposed and retained a sizeable supportive minority. Community and voluntary responses were almost balanced. This pattern suggests that the perceived costs and operational effects of the levy were especially important to businesses and visitors, while residents and organisations gave relatively greater weight to potential community and service benefits.

Cohort	Dominant concern identified	Assurances associated with confidence
Residents	Fairness, additionality and local benefit	Transparent spending, geographic balance and measurable outcomes
Businesses	Viability, competitiveness and administration	Simple systems, clear duties, support and evidence on economic impact
Visitors	Affordability, value and destination choice	Clear explanation, visible benefit and proportionate charging
Community / voluntary	Distribution of benefit and community priorities	Meaningful participation in priorities and review

4.9 Limitations

The cohort findings are based on valid submitted responses and are not population-weighted estimates. Because categories overlap, the valid counts cannot be added together to produce a unique respondent total. The percentages describe the balance of views within each selected relationship. They should not be interpreted as a referendum result or as a precise prediction of future business or visitor behaviour.

The small community and voluntary sample requires particular caution, and the approximate response counts are derived from rounded percentages. The strength of the evidence lies in the consistency and scale of the patterns received, especially the marked opposition among businesses and visitors, rather than in an assumption that the sample represents every person or organisation in the relevant population.

4.10 Concluding assessment

The cohort findings show that opposition was not evenly distributed. Residents leaned against the levy but remained materially divided. Businesses and visitors were overwhelmingly opposed, while community and voluntary respondents were almost evenly split. The contrast is important because the groups most directly connected to collection and payment expressed the strongest resistance.

5. Resident findings

A total of 1,066 respondents identified as residents of Ynys Môn. Of these, 1,064 provided a valid answer to the headline stance question, representing a response rate of approximately 99.8% within the resident cohort. The very small difference between the number identifying as residents and the number answering the stance question indicates that almost all resident participants expressed a clear view on the proposal.

Measure	Number	Share
Residents identifying with the cohort	1,066	100.0% of resident records
Valid stance answers	1,064	99.8% of resident records
Support	405	38.1% of valid answers
Neutral	44	4.1% of valid answers
Oppose	615	57.8% of valid answers

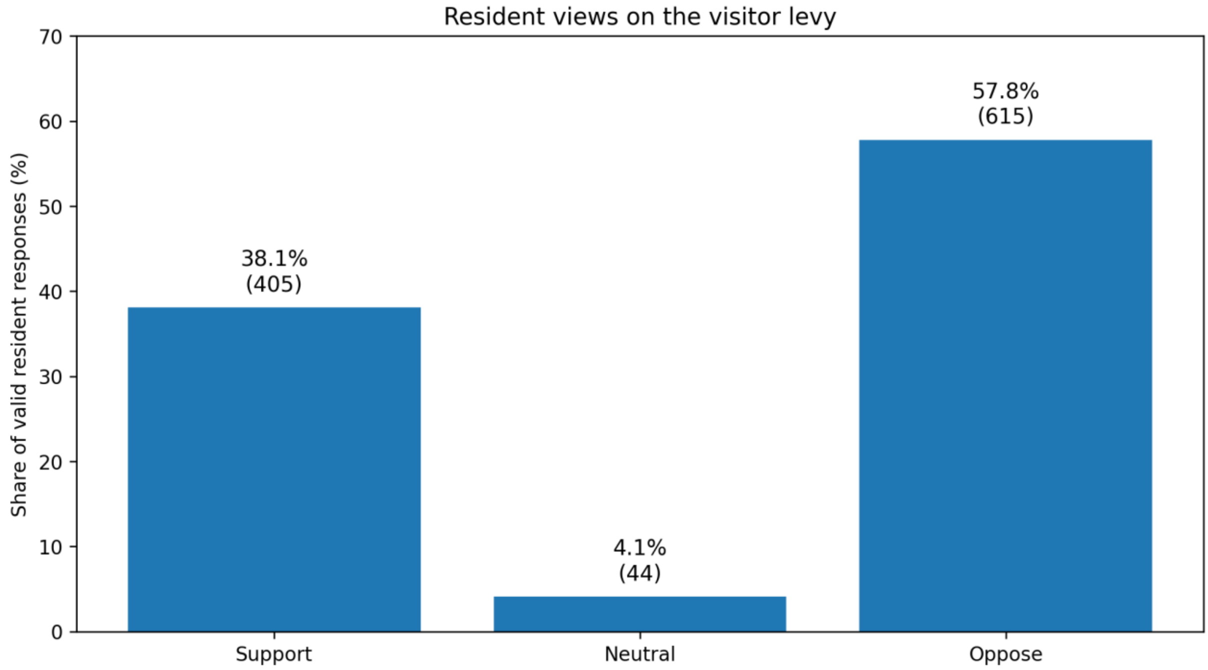


Figure 5.1. Distribution of valid resident views.

5.1 Overall resident position

Resident opinion leaned against the levy but was not uniformly hostile. Opposition accounted for 615 valid responses (57.8%), while 405 residents (38.1%) supported the proposal. A further 44 responses, equivalent to 4.1%, were neutral. Opposition therefore exceeded support by 210 responses and by 19.7 percentage points.

The result is best described as a divided resident position with a clear negative balance. A majority opposed the levy, but the supportive minority was substantial: almost two in five valid resident responses favoured the principle or saw potential value in a visitor contribution. This distinguishes the resident cohort from the much stronger opposition recorded among business and visitor respondents.

The low neutral share is also important. Most residents who answered selected either support or opposition rather than remaining undecided. The resident debate was therefore not characterised by widespread uncertainty; it was a genuine division between competing views of fairness, local need, economic risk and confidence in implementation.

5.2 Balance between support and opposition

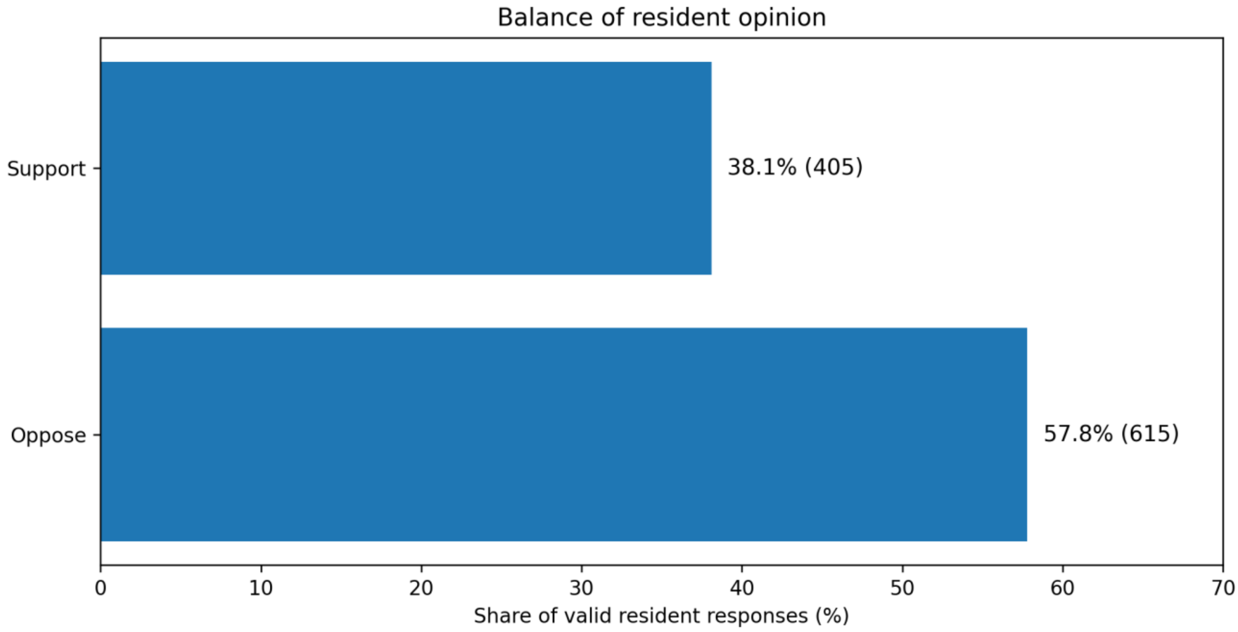


Figure 5.2. Resident support and opposition, showing the percentage-point gap.

The 19.7 percentage-point gap confirms that opposition was the dominant resident position, but it was not overwhelming. The size of the supportive minority means that the resident evidence cannot be reduced to a simple rejection of the principle. Instead, it points to a contested judgement about whether the potential benefits of additional investment would outweigh the risks and whether the Council could demonstrate fair, transparent and additional use of the income.

The distinction between principle and implementation is particularly relevant. Some residents may have supported the idea that visitors contribute more directly to the costs associated with tourism, while still expressing conditions concerning governance, local allocation or protection of lower-income groups. Conversely, some opposition may have reflected the proposed mechanism, timing or expected economic effects rather than rejection of every form of visitor contribution.

5.3 Themes associated with resident support

Supportive resident evidence identified visible pressures and investment needs across the island. The matters raised included public conveniences, cleanliness, transport, access, paths, environmental management and community facilities. These themes suggest that support was linked to the expectation that additional income would address practical, observable issues affecting both residents and visitors.

Area of need identified	How it relates to resident support	Evidence residents would expect
Public conveniences and cleanliness	Improved visitor infrastructure and day-to-day environmental quality.	Visible maintenance, cleanliness standards and published local outputs.
Transport and access	Better movement around the island and access to destinations and services.	Specific funded measures, locations and progress reporting.
Paths and environmental management	Protection of landscapes and management of visitor pressure.	Clear environmental projects and measurable outcomes.
Community facilities	Investment capable of benefiting residents as well as visitors.	Demonstrable local benefit and additional provision.
Wider destination management	A contribution from visitors towards pressures associated with tourism.	A transparent link between levy income and tourism-related need.

The source text does not quantify how many residents mentioned each of these themes, so they should be presented as recurrent areas of concern rather than ranked priorities. Their significance lies in showing the type of visible public benefit that made the principle more acceptable to at least part of the resident cohort.

5.4 Themes associated with resident opposition

Resident opposition focused on four broad concerns: livelihoods, visitor affordability, fairness and confidence in how the Council would allocate income. These concerns reflect both direct economic anxieties and wider questions about legitimacy.

Concern	Resident perspective	Implication for interpretation
Livelihoods	Concern that reduced demand or spending could affect jobs and local businesses.	Opposition may reflect perceived community-wide economic risk, not only business self-interest.
Visitor affordability	Concern that additional cost could affect families and lower-income visitors.	Residents may weigh destination access and social fairness alongside revenue generation.
Fairness	Questions about who pays, who benefits and whether burdens are proportionate.	Scheme design, exemptions and allocation principles would influence acceptability.
Confidence in allocation	Doubt that income would remain additional, transparent or locally visible.	Trust in governance is central to the resident response.

The concern about livelihoods indicates that resident opposition was not necessarily detached from the visitor economy. Residents may be employees, business owners, family members of people working in tourism or members of communities that depend on visitor expenditure. The overlap between resident and business relationships means that economic concerns should not be treated as belonging exclusively to the business cohort.

Affordability and fairness also broaden the interpretation. Some residents may have opposed a levy because of its potential effect on lower-income visitors, families or people making non-leisure stays. Others may have questioned whether overnight visitors would be charged while day visitors also create pressure. The supplied summary does not disaggregate these arguments further, so the report should avoid assigning precise weight to individual reasons without the underlying qualitative coding.

Confidence in allocation is a recurring governance issue. Opposition linked to mistrust does not necessarily mean that residents saw no need for investment. It means that some were unconvinced that levy income would be protected, distributed fairly, spent additionally or translated into visible outcomes. This distinction is important when considering whether opposition might be reduced through stronger governance and reporting arrangements.

5.5 Conditions residents associated with acceptability

Theme identified	Interpretive significance	Examples discussed in the evidence
Visible local improvements rather than substitution for existing budgets	Residents associated confidence with additional benefit rather than replacement of core expenditure.	Published baseline budgets, named additional projects and before-and-after reporting.
Clear island-wide principles with identifiable local benefit	Respondents linked island-wide consistency with visible benefit in communities experiencing pressure.	Allocation criteria, geographic reporting and a project map.
Independent or multi-stakeholder scrutiny	Broader oversight may strengthen confidence and challenge allocation decisions.	An advisory or scrutiny group with published membership and minutes.
Published gross income, deductions, net investment and outcomes	Residents want clarity on collection costs and the amount reaching projects.	Annual accounts, administrative-cost disclosure and outcome reporting.
Protection against disproportionate effects on small businesses and lower-income visitors	Acceptability depends partly on proportionality and mitigation.	Simple administration, guidance, monitoring and evidence of distributional effects.

5.6 Governance, additionality and local benefit

The conditions identified by residents centre on three linked concepts: additionality, accountability and locality. Additionality means that levy income is used for activity that would not otherwise be funded, rather than substituting for existing budgets. Accountability means that income, deductions, decisions and outcomes are published and open to scrutiny. Locality means that residents can identify how the island-wide scheme produces benefits in places affected by visitor pressure.

These expectations are mutually reinforcing. A published total alone would not demonstrate additionality, while a list of projects without information on deductions would not show how much income reached delivery. Similarly, an island-wide strategy without local reporting may not reassure communities that benefits are fairly distributed. The resident evidence therefore implies a need for a complete audit trail from gross income through administration and allocation to visible outputs and outcomes.

5.7 Limitations

The resident findings are based on submitted consultation responses and are not a population-weighted estimate of all residents of Ynys Môn. Respondents self-selected, and resident status could overlap with business, visitor or community relationships. The stance figures accurately describe the valid answers received within the resident cohort, but they should not be presented as a referendum result.

The thematic interpretation is based on the summary supplied. It identifies the issues associated with support, opposition and acceptability, but it does not provide a quantified frequency for each theme. The report should therefore avoid ranking the themes or claiming that every supporter or opponent held the same reasons.

5.8 Concluding assessment

Resident evidence shows a clear but not overwhelming balance against the levy. The majority opposed, while a substantial minority supported the principle and connected it to visible needs in public conveniences, cleanliness, transport, access, paths, environmental management and community facilities.

The divide was shaped by both expected benefits and perceived risks. Support was linked to additional and visible local investment. Opposition was linked to livelihoods, affordability, fairness and confidence in Council allocation. The conditions associated with acceptability therefore focused on transparent additionality, local benefit, scrutiny, full financial reporting and protection against disproportionate effects.

The resident position should consequently be described as contested rather than uniformly negative. It provides a clear indication of the assurances and governance arrangements that residents would expect if the proposal were developed further.

6. Business and accommodation-sector findings

The business-related cohort contained 463 respondents. Of these, 462 provided a valid answer to the headline stance question, equivalent to approximately 99.8% of the cohort. The category includes owners, managers and people working in tourism or other island businesses. It should therefore be interpreted as a business relationship rather than as a count of separate registered enterprises.

Measure	Number	Share
Business-related respondents	463	100.0% of cohort records
Valid stance answers	462	99.8% of cohort records
Support	56	12.1% of valid answers
Neutral	22	4.8% of valid answers
Oppose	384	83.1% of valid answers

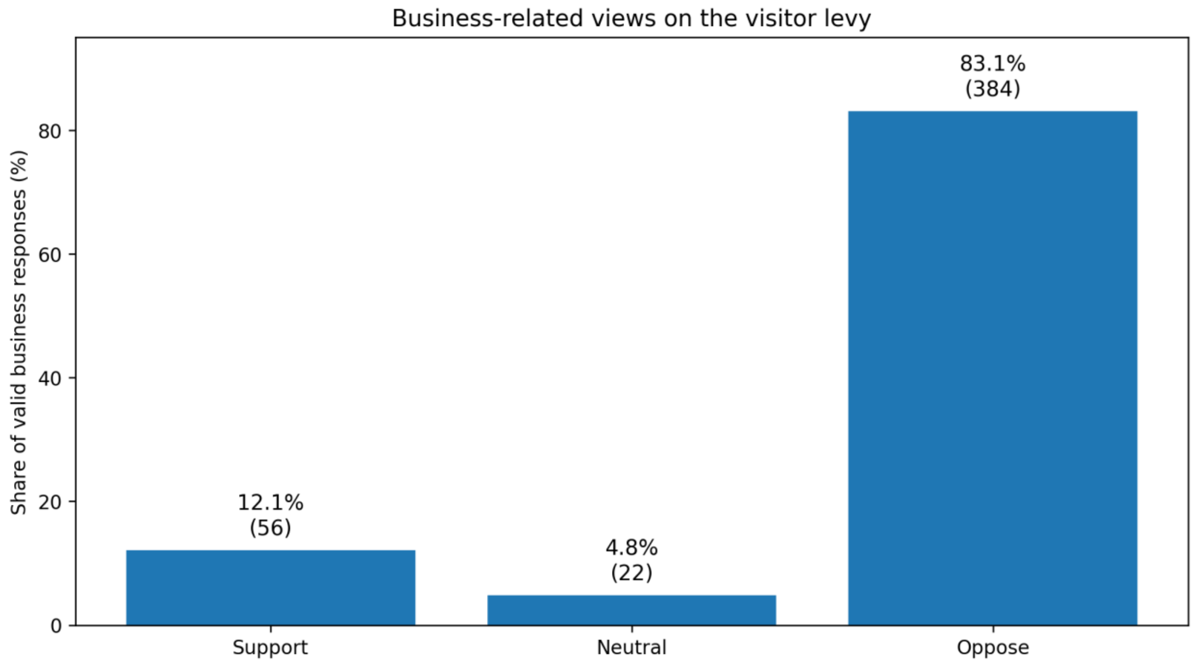


Figure 6.1. Distribution of valid business-related views.

6.1 Overall business position

Business-related opinion was overwhelmingly opposed to the levy. A total of 384 valid responses (83.1%) opposed the proposal, compared with 56 (12.1%) that supported it and 22 (4.8%) that were neutral. Opposition exceeded support by 328 responses and by 71.0 percentage points.

The result is substantially more negative than the resident position and is very similar to the visitor result. The low neutral share shows that most business-related respondents had reached a definite view. The submitted evidence therefore indicates a major confidence challenge among those likely to experience the levy through collection, customer communication, changes in demand or wider effects on the visitor economy.

The finding should not be interpreted as a statistically representative census of every island business. It is, however, a clear record of the views submitted by a substantial business-related cohort and provides strong evidence about perceived operational and economic risks.

6.2 Concern about potential business impact

Among respondents routed to the business-impact question, 127 described themselves as very concerned and 36 as somewhat concerned. The total number routed to the question and the numbers selecting any other response categories were not included in the supplied summary. Percentages have therefore not been calculated for this measure.

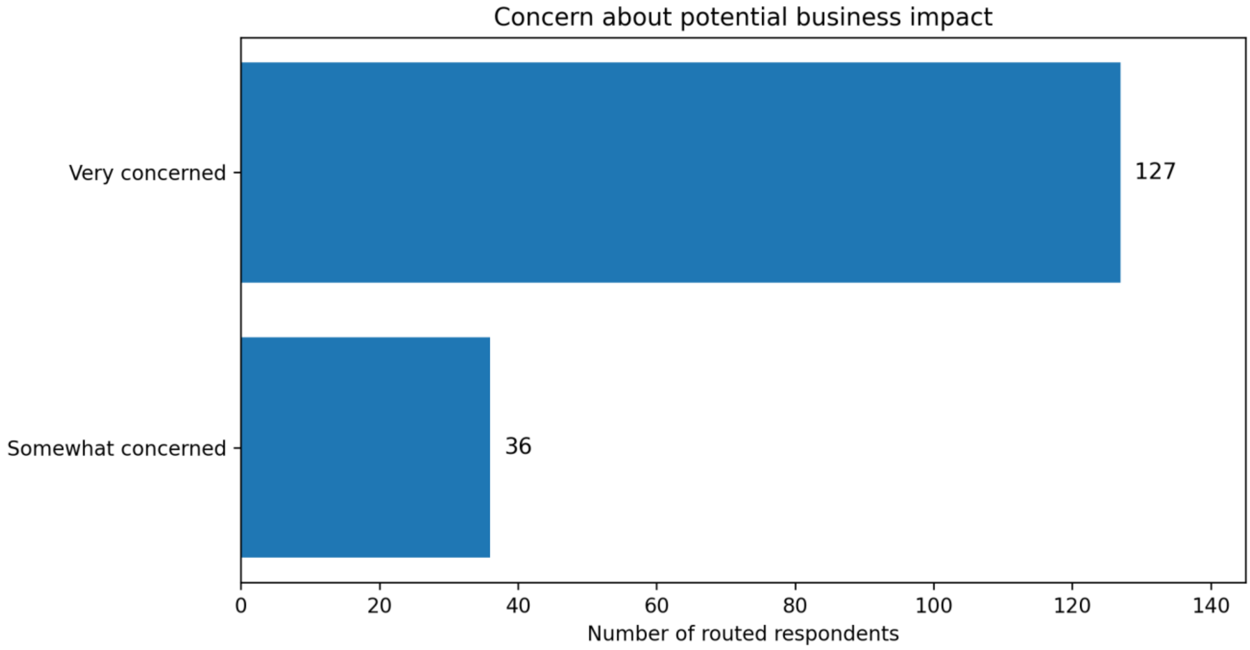


Figure 6.2. Numbers reporting that they were very or somewhat concerned about business impact.

The difference between the two reported categories is notable: more than three times as many routed respondents selected 'very concerned' as 'somewhat concerned'. This indicates that, among those represented in the supplied figures, concern was often expressed at a high level rather than as a marginal or limited reservation.

6.3 Perceived economic and operational risks

Risk area	Business concern	Potential mechanism
Bookings	The levy could affect whether visitors book or choose another destination.	Change in conversion rates, cancellations or destination substitution.
Length of stay	Visitors may reduce the number of nights booked.	Lower occupancy and reduced accommodation income.
Visitor spending	The additional charge may reduce discretionary expenditure.	Lower spending in hospitality, retail, attractions and local services.
Margins	Businesses may absorb some cost or face higher transaction and administration costs.	Reduced net margin, particularly where profitability is already limited.
Staffing	Weaker demand or additional administration may affect staffing decisions.	Reduced hours, delayed recruitment or diversion of staff time.
Supply chain	Effects on accommodation and visitor spending may pass to local suppliers.	Lower demand for food, laundry, maintenance, transport and professional services.

These risks are interconnected rather than independent. A reduction in bookings can affect occupancy, length of stay, secondary spending, staffing and purchases from local suppliers.

Similarly, even where demand remains stable, the administrative cost of collection could reduce margins or redirect staff time away from customer service and business development.

The supplied summary records perceived risks rather than measured future effects. It does not establish that each outcome would occur or quantify its scale. The findings identify the areas that businesses expected to be affected and the matters they associated with monitoring if a scheme were introduced.

6.4 Administrative burden

Providers described administration as a chain of connected tasks rather than a single payment transaction. The burden would begin before collection, through changes to booking and accounting systems, and continue through guest assessment, payment, reconciliation, record keeping and returns. Complexity could increase where bookings are changed, refunded, discounted or made through third-party platforms.

Stage	Tasks identified by providers	Potential source of burden
System preparation	Adapt booking, property-management and accounting systems.	Set-up cost, software changes, testing and staff training.
Liability assessment	Identify liable guests and nights and apply exemptions.	Need for accurate rules, evidence and consistent treatment.
Customer communication	Explain the charge before booking, at payment and during the stay.	Queries, disputes, reputational pressure and multilingual information.
Collection and reconciliation	Collect payments and reconcile them with bookings and accounts.	Separate transactions, timing differences and error correction.
Booking changes	Manage cancellations, refunds, amendments and free nights.	Recalculation and interaction with booking terms.
Third-party costs	Handle card charges, agency arrangements and platform charges.	Uncertainty over commission, fees and who processes the levy.
Records and returns	Maintain records and complete periodic returns.	Recurring staff time, compliance risk and retention requirements.

Micro-businesses and self-catering operators felt particularly exposed because many have limited administrative capacity, no dedicated finance team and a high reliance on the owner's time. A requirement that may be manageable for a larger hotel with integrated systems can have a different proportional effect on a single-property operator.

Businesses using agencies or several booking platforms also identified additional complexity. Bookings, payments, refunds and customer information may be handled across different systems or organisations. The evidence indicates that clarity would be needed over responsibility, data transfer, platform treatment, reconciliation and the handling of bookings made before an implementation date.

6.5 Administrative issues identified by businesses

Administrative issue	Issue reflected in the evidence	Examples discussed in the evidence
Simple and stable rules	Reduce ambiguity over liability, nights and exemptions.	Concise guidance, worked examples and advance notice of changes.
Compatible digital systems	Avoid repeated manual entry and reconciliation.	Standard interfaces, export functions and testing with common platforms.
Clear treatment of refunds and amendments	Prevent inconsistent calculations and disputes.	Published scenarios covering cancellations, free nights and partial refunds.
Accessible support	Help small providers resolve questions quickly.	Named support channel, training, FAQs and early implementation assistance.
Proportionate records and returns	Limit recurring compliance cost.	Only necessary data, sensible reporting frequency and clear retention periods.
Monitoring of provider cost	Identify whether burden is disproportionate.	Business surveys, time-cost assessment and review after implementation.

Administrative simplification would not remove objections to the principle or economic timing of the levy, but it would directly address one of the most frequently described practical concerns. Early testing with different business models would be essential because burden is unlikely to be distributed evenly.

6.6 VAT and cumulative pressure

Seventy-four business respondents believed that levy collection could take them above the VAT registration threshold, while a further 73 were unsure. Together, these figures show that 147 respondents either anticipated a threshold risk or lacked confidence about the VAT implications. The supplied summary does not state the number who answered the VAT question or the number who believed there would be no effect, so percentages have not been calculated.

Reported VAT position	Number	Interpretation
Believed levy collection could take the business above the threshold	74	Indicates a perceived direct tax-status risk.
Unsure whether it could affect the threshold	73	Indicates uncertainty and a need for authoritative guidance.
Combined believed risk or uncertainty	147	Shows the scale of concern represented in the supplied figures; not a percentage without the valid-question denominator.

The VAT concern should be reported as a respondent perception unless confirmed through the relevant tax rules and individual business circumstances. The consultation evidence demonstrates uncertainty and perceived exposure; it does not establish that all 74 businesses would in fact become liable to register.

6.7 Cumulative trading pressures

Event evidence linked the levy to seasonality, the 182-day letting rule, wage and National Insurance pressure and existing VAT obligations. Respondents described these matters cumulatively. Their concern was not necessarily that the levy alone would make a viable business unviable, but that it would be introduced alongside other regulatory, taxation and operating pressures.

Pressure identified	How it was connected to the levy	Potential cumulative effect
Seasonality	Income is concentrated in part of the year while many costs continue throughout the year.	Less capacity to absorb additional administration or weaker demand.
182-day letting rule	Respondents linked eligibility and tax treatment to occupancy requirements.	Pressure to secure sufficient bookings alongside concern about demand.
Wage and National Insurance costs	Employment costs were already increasing.	Reduced flexibility over staffing and opening periods.
Existing VAT obligations	Some businesses already manage VAT or were concerned about crossing the threshold.	Additional complexity, uncertainty and potential price effects.
General operating costs	Margins were described as being affected by several pressures at once.	The levy may be judged as part of a wider cost burden rather than in isolation.

6.8 Limitations and concluding assessment

The business findings are based on submitted consultation responses and are not a census or population-weighted estimate of all island businesses. The business category may overlap with resident and other respondent relationships. The supplied data also do not provide complete denominators for the impact-concern and VAT questions, so those figures are reported as counts rather than percentages.

Within those limits, the evidence is clear. Business-related respondents recorded overwhelming opposition and described both economic risk and a detailed administrative workload. Concern was linked to bookings, length of stay, visitor spending, margins, staffing and the local supply chain, while micro-businesses and multi-platform operators anticipated disproportionate complexity.
VAT uncertainty and the cumulative effect of seasonality, the 182-day rule, wage, National Insurance and existing tax pressures strengthened the negative position.

7. Visitor findings

A total of 766 respondents identified as visitors. Of these, 764 provided a valid answer to the headline stance question, equivalent to approximately 99.7% of the visitor cohort. The very small difference between the number identifying as visitors and the number answering the stance question indicates that almost all visitor participants expressed a definite view on the proposal.

Measure	Number	Share
Visitors identifying with the cohort	766	100.0% of visitor records
Valid stance answers	764	99.7% of visitor records
Support	89	11.6% of valid answers
Neutral	32	4.2% of valid answers
Oppose	643	84.2% of valid answers

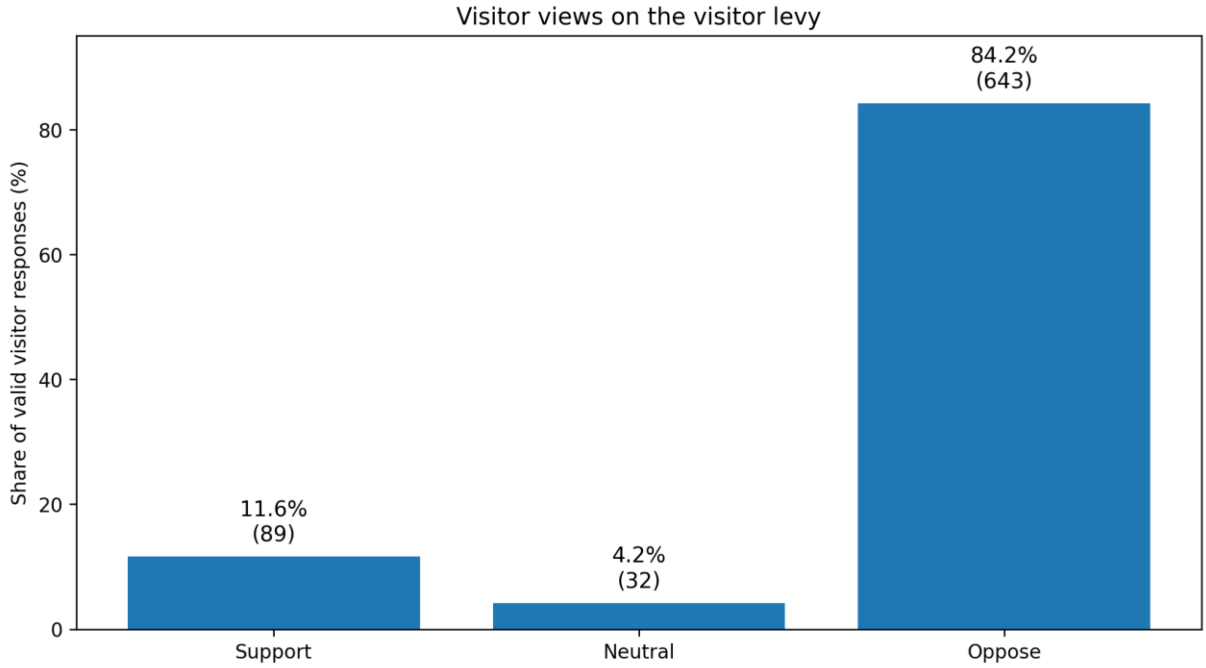


Figure 7.1. Distribution of valid visitor views.

7.1 Overall visitor position

Visitor opinion was overwhelmingly opposed to the levy. A total of 643 valid responses (84.2%) opposed the proposal, compared with 89 (11.6%) that supported it and 32 (4.2%) that were neutral. Opposition exceeded support by 554 responses and by 72.6 percentage points.

This was the highest opposition rate among the four principal cohorts, although it was very close to the business-related result. The low neutral share indicates that most visitor respondents had formed a clear position. The submitted evidence therefore shows that the proposal was poorly received by the visitors who participated in the consultation.

The result should not be treated as a forecast of visitor behaviour or as a population-weighted estimate of all visitors to Ynys Môn. It is nevertheless a strong record of stated opinion and provides important evidence about perceived cost, value and destination-choice risks.

7.2 Stated effect on the decision to visit

Within the visitor cohort, 454 respondents said that the levy would significantly affect their decision to visit and 139 said that it would affect the decision slightly. The supplied summary does not provide the valid denominator for this question or the number selecting any remaining categories. These figures are therefore presented as counts rather than percentages.

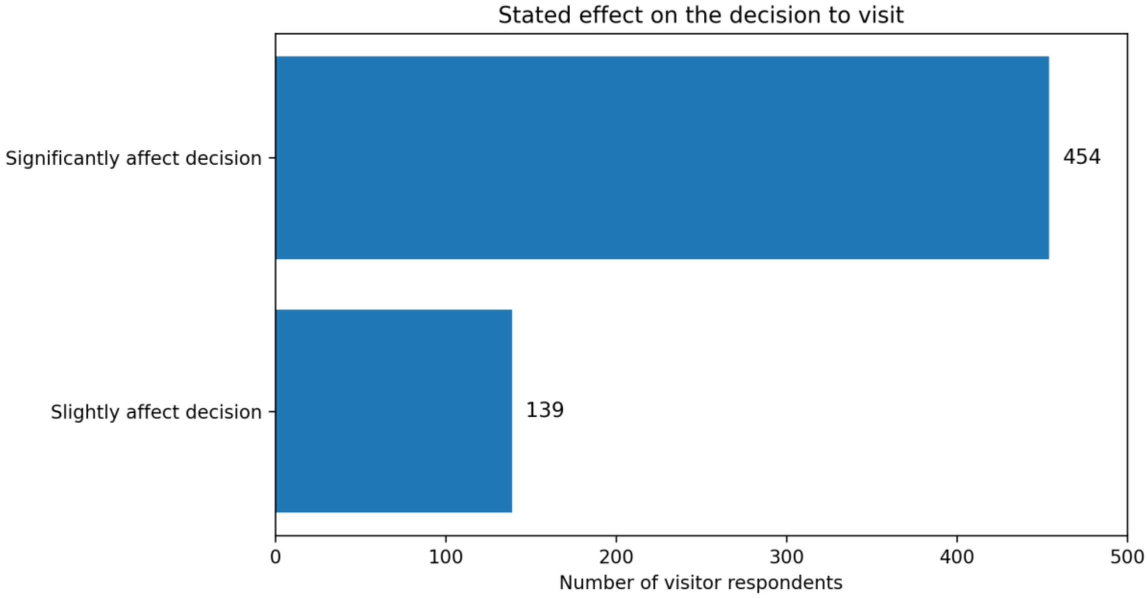


Figure 7.2. Reported effect of the levy on the decision to visit.

More than three times as many respondents reported a significant effect as a slight effect. This indicates that the levy was not generally described as a marginal consideration by those included in the supplied figures. For many respondents, the stated concern was strong enough to influence the choice of whether to visit at all.

Care is required when interpreting this finding. A statement that a charge would affect a decision does not establish that the respondent would cancel a trip, choose another destination or alter expenditure in practice. Actual behaviour is shaped by the total trip cost, destination attachment, available alternatives, timing, accommodation choice and the visibility of any improvements funded by the levy.

7.3 Stated potential behavioural responses

A total of 475 visitors stated that they would stay for a shorter period, while 508 said that they might stay outside Ynys Môn. These figures describe stated intentions in response to a consultation question. The valid denominators and any alternative response categories were not included in the supplied summary, so percentages have not been calculated.

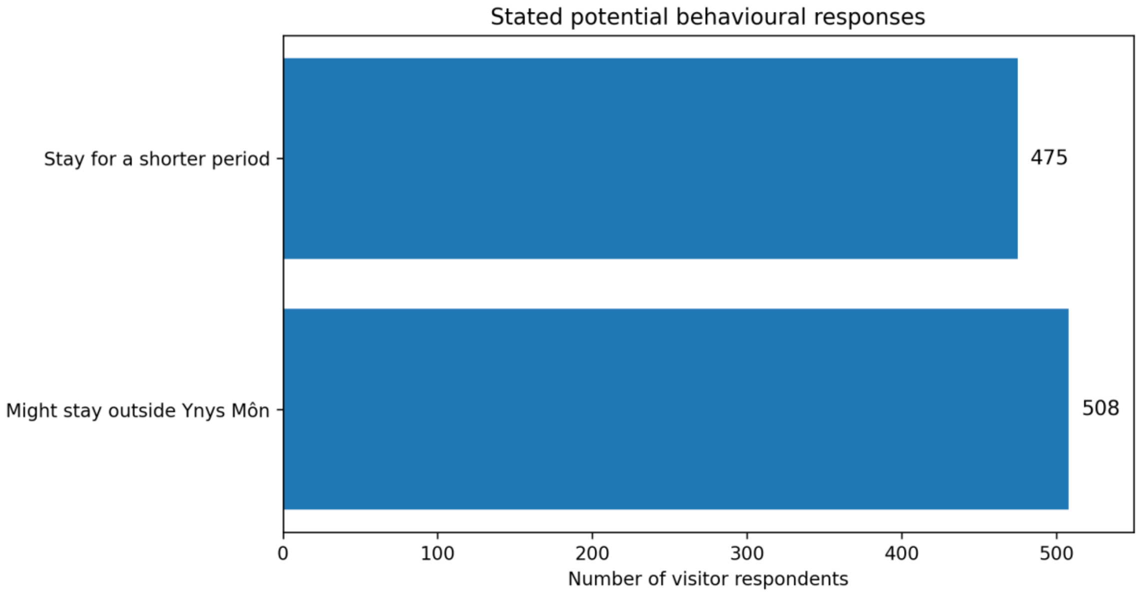


Figure 7.3. Stated potential changes to length and location of stay.

7.4 Interpretation of the stated intentions

The two reported behavioural responses point to different potential effects. A shorter stay could reduce accommodation income and secondary spending while leaving the visitor within Ynys Môn. Staying outside the island could shift accommodation spending to another local authority area while the visitor still makes day trips to island attractions, roads and public facilities.

Stated response	Potential effect if realised	Potential indicators identified
Shorter stay	Fewer occupied nights and potentially lower food, retail, attraction and transport spending.	Average length of stay, occupied nights, booking value and visitor spending.
Stay outside Ynys Môn	Accommodation income may move outside the island while visitor pressure may continue through day visits.	Accommodation geography, day-trip activity, parking, traffic and attraction use.
Decision significantly affected	Potential destination substitution or cancellation.	Booking conversion, cancellations, repeat visits and comparative destination performance.
Decision slightly affected	The levy may be absorbed but could alter spending or accommodation choice.	Visitor budgets, accommodation mix and discretionary expenditure.

These mechanisms are plausible but not proven by the consultation. The evidence identifies the types of behavioural response that visitors anticipated. It does not establish the number who would act on those intentions, the duration of any effect or the net impact after allowing for wider market conditions.

7.5 Affordability concerns

Affordability concerns focused particularly on families, groups, longer stays and lower-cost accommodation. In each case, a per-person or per-night charge may represent a larger absolute addition to the total booking cost or a larger proportion of the accommodation price.

Visitor circumstance	Why the levy may feel more significant	Potential consideration
Families	Several liable people can multiply the nightly cost across the stay.	Clear family cost examples and monitoring of distributional effects.
Groups	The charge can accumulate across a larger number of guests.	Transparent booking information before commitment.
Longer stays	A nightly charge grows with the duration of the visit.	Assessment of whether longer stays face a disproportionate total increase.
Lower-cost accommodation	A fixed charge forms a larger percentage of the room or pitch price.	Consideration of proportionality across accommodation types.
Lower-income visitors	Less discretionary budget may be available to absorb an additional charge.	Monitoring of accessibility and changes in visitor mix.

The concern is therefore not limited to the headline rate in isolation. Visitors may assess the cumulative amount across all people and nights and compare it with the cost and perceived value of the accommodation. The same charge may be seen as minor in a high-value short break but material in a low-cost family or group stay.

7.6 Supportive visitor perspectives

Supportive visitors were more likely to describe the charge as modest where it funded visible improvements. This suggests that acceptability was linked to the relationship between cost and perceived benefit rather than to the charge alone.

Condition associated with support	Interpretive significance	Evidence visitors would expect
Visible improvements	Visitors can connect the charge with a better destination experience.	Named projects, signage and published progress.
Clear purpose	The charge is easier to understand where its use is specific.	Simple explanation at booking and payment.
Additional investment	Support may weaken if the levy appears to replace existing budgets.	Separate reporting of baseline and levy-funded expenditure.
Reasonable charge	Visitors compare the levy with the total trip cost and destination value.	Transparent examples and ongoing review of the rate.
Environmental and visitor infrastructure benefit	Visitors may accept contribution where pressures are observable.	Evidence of improvements to cleanliness, paths, access and facilities.

7.7 Communication and the visitor proposition

The visitor findings indicate a preference for communication that goes beyond stating that a levy applies. Comments identified the importance of clear information on the amount, who is liable, the nights or stays covered, exemptions, how payment is collected and what the income would fund. Some respondents also indicated that information provided before booking would be preferable to first encountering it at arrival or departure.

The destination proposition would also matter. Where visitors perceive Ynys Môn as offering distinctive value and can see well-maintained public conveniences, clean places, accessible paths, good transport information and environmental management, a modest charge may be easier to understand. Where benefits are unclear or existing services are perceived as inadequate, the same charge may reinforce dissatisfaction.

Communication stage	Information identified by respondents	Issue reflected in the evidence
Before booking	Rate, liability, exemptions and total estimated levy cost.	Avoid surprise and allow informed comparison.
At booking	How the charge will be collected and treated if the booking changes.	Reduce disputes and uncertainty.
Before arrival	Reminder, purpose and links to funded improvements.	Reinforce transparency and value.
During the stay	Visible information on projects and local benefit.	Connect contribution to the visitor experience.
After implementation	Published income, deductions, spending and outcomes.	Demonstrate credibility and support evaluation.

7.8 Limitations

The visitor results are based on self-selected consultation responses and are not a population-weighted estimate of all visitors to Ynys Môn. The visitor cohort may also overlap with resident, business or community relationships. The valid stance figures accurately describe the submitted answers received within the cohort, but they should not be treated as a referendum result.
The stated behaviour questions measure intentions under a hypothetical future charge. Intentions can overstate or understate actual behaviour, and the supplied summary does not provide denominators for the decision, shorter-stay or outside-island questions. Those figures are therefore reported as counts and should be used as risk indicators rather than forecasts.

7.9 Concluding assessment

Visitor evidence recorded overwhelming opposition to the levy. The scale of the negative stance was reinforced by high numbers reporting that the charge would affect the decision to visit, shorten the stay or encourage accommodation outside Ynys Môn.

The concerns were not evenly distributed. Families, groups, longer stays and lower-cost accommodation were identified as particularly sensitive to cumulative cost. At the same time, the supportive visitor evidence indicates that some respondents considered a modest charge acceptable where it produced visible and additional improvements.

The findings therefore identify both a material behavioural risk and the conditions under which acceptability might improve.

8. Factors influencing views

The consultation evidence indicates that views on the proposed visitor levy were influenced by a combination of economic, practical, ethical and institutional considerations. The dominant influences identified in the supplied summary were the tourism sector, local businesses, fairness and administration. Respondents were therefore considering more than the amount of a nightly charge. Their answers also reflected the timing of introduction, the competitiveness of Ynys Môn, confidence in public-sector decision-making and the capacity of businesses to collect and administer the levy.

These factors were closely connected. A respondent concerned about business competitiveness might also question the fairness of charging overnight visitors, the timing of introduction during difficult trading conditions and whether the Council could demonstrate additional and transparent use of the income. The factors should therefore be understood as an interacting framework rather than as separate and independent themes.

Influencing factor	Core question raised by respondents	Principal groups affected
Tourism-sector impact	Would the levy change demand, bookings, length of stay or visitor spending?	Visitors, accommodation providers, attractions, hospitality and suppliers.
Local-business impact	Could the proposal affect margins, staffing, cashflow and business viability?	Tourism businesses and businesses dependent on visitor expenditure.
Fairness	Who should pay, who creates pressure and who should benefit from the income?	Visitors, residents, businesses and communities.
Administration	How much work, cost and compliance risk would collection create?	Accommodation providers, agencies, platforms and the Council.
Timing reflected in the evidence	Is this an appropriate point in the economic and regulatory cycle to introduce the charge?	Businesses, employees, visitors and local communities.
Competitiveness	Could Ynys Môn become less attractive relative to other destinations?	The island visitor economy and connected supply chains.
Public-sector trust	Would income be additional, transparent and spent as promised?	All respondent groups.
Business capacity	Can small and seasonal operators absorb the systems and staff time required?	Micro-businesses, self-catering providers and multi-platform operators.

8.1 The debate extended beyond the nightly charge

The headline charge was only one element of the debate. Respondents considered the total effect across the number of people and nights in a booking, the relationship between the charge and accommodation price, and the possibility that visitors might change where, when or for how long they stayed. Businesses also considered the indirect costs of system changes, staff time, payment handling, customer queries, refunds, record keeping and returns.

This wider framing helps explain why respondents could regard a relatively modest individual charge as significant. The perceived effect depended on the scale of the booking, the type of accommodation, the duration of stay, the margin available to the business and the level of trust that the income would generate a visible additional benefit.

8.2 Tourism-sector and local-business influences

The tourism sector was a dominant influence because the proposal was understood through its potential effects on the visitor economy as a whole. The concerns recorded in Sections 6 and 7 included bookings, length of stay, destination choice, visitor spending, margins, staffing and supply-chain effects. Respondents therefore considered both direct effects on accommodation and wider effects on hospitality, retail, attractions, transport and local services.

Potential pathway	Immediate effect considered	Possible wider consequence
Visitor faces a higher total trip cost	Reconsiders destination, length of stay or accommodation type.	Change in bookings, occupied nights or visitor mix.
Accommodation provider administers collection	Additional systems, staff time and compliance tasks.	Reduced margin or diversion of capacity from customer service.
Visitor reduces discretionary spending	Less spending on food, retail, attractions or activities.	Lower income for businesses beyond the accommodation sector.
Business faces weaker or more uncertain demand	Adjusts staffing, opening periods or investment.	Effects on employment and local suppliers.
Accommodation shifts outside Ynys Môn	Island loses some overnight spending but may retain day visits.	Visitor pressure may continue without equivalent accommodation income.

The significance of these pathways is that they describe a connected local economy. Respondents did not necessarily separate the interests of accommodation providers from those of other businesses or residents employed in tourism. Concerns about local business were therefore often expressed as concerns about livelihoods, community resilience and the distribution of economic effects.

8.3 Fairness as a central influence

Fairness operated at several levels. Some respondents considered it fair that visitors make a direct contribution towards services and environmental pressures associated with tourism. Others questioned whether overnight visitors should bear the charge when day visitors also use roads, parking, public conveniences, paths and public spaces. Affordability concerns also raised questions about whether a fixed charge would affect families, groups, longer stays and lower-cost accommodation more heavily.

Dimension of fairness	Supportive interpretation	Critical interpretation
Contribution to local costs	Visitors should contribute towards pressures and facilities they use.	Visitors already contribute through accommodation and wider spending.
Treatment of visitor types	Overnight stays provide a practical collection point.	Day visitors may create pressure without paying the levy.
Ability to pay	The charge may be modest relative to the total cost of many trips.	A fixed charge may weigh more heavily on lower-cost, family or longer stays.
Geographic benefit	Island-wide income can support strategic destination management.	Communities may not see a clear return where the income is spent elsewhere.
Business burden	Collection is part of implementing a lawful local scheme.	Unpaid administration may fall disproportionately on small providers.

These competing interpretations show that respondents considered fairness in relation to more than the rate alone. Concerns also covered liability, exemptions, local allocation, business burden and the visibility of benefit. Respondents associated perceived fairness with clarity about who pays, why that group is liable and how resulting benefits would be distributed.

8.4 Administration and business capacity

Administration was a dominant practical influence because providers anticipated a chain of recurring tasks. These included adapting systems, identifying liable guests and nights, applying exemptions, explaining the charge, reconciling payments, managing amendments and refunds, maintaining records and completing returns. Respondents assessed the proposal partly through the amount of staff time, technical change and compliance risk that these tasks might create.

Business capacity shaped how the same requirement was perceived. A larger operator may have dedicated booking, finance and management systems, while a micro-business or single-property self-catering provider may rely on the owner's time and several third-party platforms. The consultation evidence therefore indicates that administrative burden would not be evenly distributed.

Business characteristic		Why capacity may be constrained	Potential effect on views
Micro-business		Limited staff and no specialist finance or compliance function.	A small recurring task may feel disproportionately burdensome.
Seasonal operator		Income and staff capacity vary significantly through the year.	Implementation timing and return periods become more important.
Self-catering provider		Owner may manage bookings, cleaning, maintenance and accounts personally.	Concern about added complexity and unpaid time.
Agency-dependent business		Booking and payment processes may be shared with a third party.	Uncertainty over responsibility, data and reconciliation.
Multi-platform operator		Bookings, fees, refunds and customer communication occur across different systems.	Greater risk of inconsistency and manual adjustment.
Larger hotel or group		Higher volume of transactions and exemptions to process.	Systems may be stronger, but total transaction workload is larger.

8.5 Timing and cumulative pressure

Timing was influential because respondents considered the levy alongside wider economic and regulatory conditions. The business evidence linked the proposal to seasonality, the 182-day letting rule, wage and National Insurance costs, existing VAT obligations and general operating pressure. The proposal was therefore assessed as one further element within a cumulative burden.

This cumulative perspective is important. A respondent may not believe that the levy alone would materially change business viability, but may still oppose its introduction because margins, staffing or demand are already under pressure. Timing also affects confidence: a measure introduced during perceived weakness may be judged differently from the same measure introduced after stronger trading or after systems and guidance have been tested.

Timing consideration	Question raised	Evidence that would be relevant
Current demand conditions	Are bookings and visitor spending sufficiently resilient?	Occupancy, average daily rate, stay length and spending trends.
Business-cost environment	Can businesses absorb administration and transaction costs?	Margins, employment costs and provider time-cost evidence.
Regulatory change	Are operators already adapting to other rules?	Implementation calendars and cumulative compliance assessment.
System readiness	Are booking platforms and Council processes ready?	Pilot testing, technical guidance and support arrangements.
Visitor communication	Will the charge be understood before booking?	Published materials, booking-path testing and visitor feedback.

8.6 Competitiveness and destination choice

Competitiveness influenced views because respondents compared Ynys Môn with other destinations and considered whether visitors could avoid the charge by staying elsewhere, shortening a trip or choosing a different location. This concern was especially prominent in the visitor and business evidence, where stated intentions included shorter stays and accommodation outside the island.

Competitiveness is not determined by the levy alone. It depends on total price, quality, distinctiveness, availability, visitor loyalty and the visibility of improvements. A modest charge may have little effect for some trips but be more significant where accommodation is lower-cost, several people are travelling or the stay is long. Respondents therefore considered both the headline rate and the wider value proposition of Ynys Môn.

8.7 Public-sector trust and confidence in expenditure

Trust in the Council and wider public sector was a major influence because the potential benefit depended on how income would be collected, deducted, allocated and reported. Some respondents supported the principle of a visitor contribution but wanted evidence that income would be additional, transparently managed and directed towards visible local improvements.

Where trust was low, respondents were concerned that the levy might substitute for existing budgets, be absorbed by administration or be spent without clear local benefit. This means that governance was not a secondary issue: it affected the perceived fairness, value and legitimacy of the proposal itself.

Trust-related theme	Why it influences views	Examples discussed in the evidence
Additionality	Respondents want new investment rather than replacement of existing budgets.	Published baseline expenditure and separately identified levy-funded projects.
Transparency	People want to see gross income, deductions and net investment.	Annual accounts and clear financial reporting.
Local visibility	Residents and visitors expect identifiable outcomes.	Project maps, signage and place-based reporting.
Scrutiny	Independent or multi-stakeholder oversight may increase confidence.	Published membership, decisions and minutes.
Evaluation	Respondents want to know whether the levy achieves its aims.	Monitoring of economic, visitor, environmental and service outcomes.

8.8 Overall interpretation

The factors influencing views show that the consultation debate was multidimensional. Respondents were not simply choosing whether they liked or disliked a nightly charge. They were assessing a package of expected effects: economic risk, visitor affordability, fairness, administrative work, competitive position, timing and trust in delivery.

The factors also help explain the differences between cohorts. Businesses gave greater weight to administration, capacity, margins and competitiveness. Visitors focused more on total trip cost, value and destination choice. Residents considered livelihoods, fairness, public services and local benefit, while community and voluntary respondents were more evenly divided between potential community gain and concerns about implementation.

8.9 Implications and limitations

Interpretive significance	Reason
Communication alone would not resolve all opposition.	Some concerns related to principle, fairness or economic judgement rather than lack of information.
Respondents linked administrative design with legitimacy.	Burden and capacity were central to business views.
Support was frequently associated with visible additional benefit.	Support was often conditional on transparent and local improvements.
Timing was a recurring consideration in the evidence.	Respondents assessed the levy alongside cumulative business and regulatory pressures.
Respondents identified factors beyond income raised as relevant to monitoring.	Competitiveness, stay length, spending, administration and distributional effects were all relevant.

The supplied summary does not provide quantified frequencies for each influencing factor. The themes should therefore not be presented as a numerical ranking or used to claim that a specified percentage of respondents held each concern. The tables in this section organise the qualitative influences described in the source material and show how they relate to the cohort findings.

Overall, the evidence indicates that acceptability would depend on the complete design and delivery proposition rather than on the nightly rate alone. Respondents considered who pays, who administers, who benefits, when the scheme is introduced and whether the Council can demonstrate transparent and effective use of the income.

9. Potential outcomes and reinvestment priorities

The consultation evidence identified two related but distinct areas of concern. The first concerned the potential outcomes of introducing a visitor levy, including the effectiveness of expenditure, pressure on small or seasonal businesses, administrative burden and the effect on the perception of Ynys Môn as a destination. The second concerned the areas in which respondents believed additional income could be reinvested if a levy were introduced.

The most frequently selected concern was that levy income might not be used effectively. This was followed by pressure on small or seasonal businesses, administrative burden and destination perception. The ordering indicates that economic concern and institutional confidence were closely linked. Respondents were not only considering whether a levy could raise income, but whether the income would reach visible priorities, whether the costs of collection would be proportionate and whether the wider economic effects could be managed.

Concern identified	Underlying question	Potential consequence
Funds may not be used effectively	Would income be additional, transparent and directed towards clear priorities?	Low confidence, weak legitimacy and reduced public acceptance.
Pressure on small or seasonal businesses	Could the charge or its administration affect viability, margins or trading resilience?	Disproportionate effects on operators with limited capacity or short trading seasons.
Administrative burden	Would collection, exemptions, refunds, records and returns create excessive work?	Higher operating costs, compliance risk and diversion of staff time.
Destination perception	Could the levy affect how visitors view the cost and value of Ynys Môn?	Reduced competitiveness, shorter stays or accommodation displacement.

9.1 Interrelationship between economic concern and institutional confidence

Economic concern and confidence in public-sector delivery were not separate issues. Respondents who feared pressure on businesses also questioned whether the resulting income would be used effectively enough to justify that pressure. Equally, respondents who supported investment in public facilities often made that support conditional on transparent, additional and locally visible expenditure.

This relationship is important because a scheme may be judged not only by the amount raised but by the complete balance of costs, risks and benefits. If the administrative or economic burden is visible while the resulting benefit is delayed, diffuse or poorly explained, confidence may remain low even where total income is substantial.

9.2 Concern that funds might not be used effectively

The leading concern related to the effectiveness of expenditure. This reflects a broader question about whether levy income would translate into additional and measurable improvements. Respondents were likely to assess effectiveness through the visibility of projects, the transparency of financial reporting, the geographic distribution of spending and the extent to which funded activity produced outcomes rather than simply absorbing administrative cost.

Aspect of effective use	Evidence respondents would expect	Risk if unclear
Additionality	A clear distinction between existing Council budgets and new levy-funded expenditure.	Perception that the levy replaces rather than adds to current provision.
Transparency	Published gross income, deductions, net investment and project expenditure.	Concern that too much income is lost to administration.
Prioritisation	Clear criteria linking projects to visitor pressure, community need and strategic outcomes.	Spending may appear arbitrary or politically driven.
Local visibility	Identifiable improvements in places affected by visitor activity.	Communities may not recognise a benefit from the levy.
Outcome reporting	Evidence of improved facilities, access, environmental quality or visitor management.	Outputs may be listed without demonstrating practical impact.
Scrutiny	Independent or multi-stakeholder oversight of allocation and performance.	Weak trust in decision-making and delivery.

The concern about effectiveness does not necessarily imply opposition to all public expenditure. It indicates that the case for a levy depends heavily on governance and evidence. Respondents may accept the need for investment while remaining doubtful that a new income stream will be protected, targeted and reported in a way that demonstrates additional value.

9.3 Pressure on small and seasonal businesses

The second leading concern related to pressure on small or seasonal businesses. These operators may have limited staffing, variable income across the year and less capacity to absorb new administrative or transaction costs. The concern therefore covered both the possible effect of the charge on demand and the direct burden of collection.

Business characteristic	Potential source of pressure	Possible effect
Micro-business	Limited staff and reliance on owner time.	A small recurring task may have a disproportionate cost.
Seasonal operation	Income is concentrated within a limited trading period.	Less flexibility to absorb lower demand or additional fixed work.
Self-catering provider	Bookings, accounts and property management may be undertaken by one person.	Administrative complexity may reduce time available for core operations.
Lower-margin business	Limited capacity to absorb charges, fees or weaker visitor spending.	Pressure on viability, staffing or investment.
Agency or platform-dependent operator	Collection and reconciliation may involve several systems.	Greater uncertainty over responsibility, refunds and data.

The evidence indicates that the perceived administrative effect differed between business models. Respondents raised proportionality and the manageability of systems across different provider types as implementation issues.

9.4 Administrative burden and destination perception

Administrative burden remained a major concern because providers anticipated a recurring chain of tasks, including identifying liability, applying exemptions, explaining the charge, collecting and reconciling payments, handling cancellations and refunds, maintaining records and completing returns. The cost of these tasks includes both direct expenditure and the opportunity cost of staff time.

Destination perception concerned the possibility that the levy could alter how visitors assess the cost and value of Ynys Môn. The concern was not limited to the amount charged. It also included how the levy would be communicated, whether visitors could see funded improvements and whether nearby or competing destinations appeared more attractive.

Issue	Negative pathway considered	Mitigating evidence or action
Administrative complexity	Providers face manual work, errors and compliance risk.	Simple rules, compatible systems, training and accessible support.
Unexpected charge	Visitors encounter the levy late in the booking process.	Clear pre-booking information and total-cost examples.
Weak value proposition	Visitors see an added cost without a visible benefit.	Named projects, visible improvements and published outcomes.
Competitive comparison	Visitors compare Ynys Môn unfavourably with alternatives.	Monitoring of price, bookings, stay length and destination performance.
Negative narrative	The levy becomes associated with poor services or mistrust.	Consistent explanation, transparent governance and credible delivery.

9.5 Reinvestment priorities

The leading reinvestment priority was public conveniences and cleanliness. This was followed by transport, parking and access; support for local businesses; paths and promenades; the natural environment; and community facilities. These priorities were practical, visible and closely connected to the experience of residents and visitors.

Priority area	Type of intervention implied	Potential benefit
Public conveniences and cleanliness	Maintenance, improvement, cleaning and provision in high-use locations.	Improved visitor experience, public health and environmental quality.
Transport, parking and access	Public transport information, parking management, accessibility and movement improvements.	Reduced congestion, better access and more sustainable travel.
Support for local businesses	Business support, destination initiatives or activity strengthening local supply and spending.	Greater local economic retention and resilience.
Paths and promenades	Maintenance, accessibility, signage and surface improvements.	Safer access, active travel and improved visitor movement.
Natural environment	Conservation, visitor management, litter control and habitat protection.	Protection of environmental assets and reduced visitor pressure.
Community facilities	Investment in facilities serving residents and visitors.	Wider community benefit and stronger local infrastructure.

The priorities share two characteristics. First, they concern services and infrastructure that can be observed directly. Second, many would benefit both residents and visitors. This dual benefit may help explain why they featured prominently even among respondents who did not support the levy itself.

9.6 Priority selection did not necessarily indicate support

Selecting a reinvestment priority did not necessarily indicate support for the levy. A respondent could oppose the proposal on economic, fairness or administrative grounds while still identifying how income should be used if the Council decided to proceed. Priority questions therefore capture conditional preferences rather than an endorsement of the charging mechanism.

This distinction is essential when presenting the findings. The reinvestment priorities show where respondents saw need or potential value. They should not be combined with the stance results to imply that people selecting a project category supported the levy. The two types of question measure different things: one records opinion on the proposal, while the other identifies preferred use of hypothetical income.

Possible respondent position	Stance on levy	Approach to priority selection
Supportive and conditional	Supports the principle if income funds visible improvements.	Selects priorities that demonstrate value and additionality.
Opposed but pragmatic	Opposes the charge or its timing.	Still identifies the least objectionable or most useful use of income.
Concerned about governance	May be open to the principle but lacks confidence in delivery.	Selects priorities while demanding scrutiny and transparent reporting.
Economically concerned	Opposes due to business or affordability effects.	Identifies priorities but considers benefits insufficient to outweigh costs.

9.7 Issues associated with prioritisation and reporting

The consultation evidence linked reinvestment with both strategic consistency and visible local benefit. Respondents and stakeholders identified clear eligibility criteria, an explanation of how expenditure relates to visitor pressure or community need, and transparent reporting from gross income through to outcomes as relevant considerations.

Stage	Issue reflected in the evidence	Information respondents associated with transparency
Income collection	Accurate statement of gross receipts.	Total collected by reporting period.
Deductions	Transparent treatment of administration and collection costs.	Itemised deductions and percentage of gross income.
Allocation	Clear criteria and geographic rationale.	Decision framework, funded projects and locations.
Delivery	Defined outputs, timescales and responsible bodies.	Project summaries and progress updates.
Outcomes	Evidence of practical and measurable benefit.	Service, environmental, economic and visitor indicators.
Review	Independent or multi-stakeholder scrutiny.	Published evaluation, recommendations and responses.

9.8 Implications and limitations

The evidence indicates that implementation would be judged as much by the quality of reinvestment and reporting as by the rate charged. Visible improvements to public conveniences, cleanliness, transport, access, paths, the environment and community facilities could demonstrate benefit, but only where respondents were confident that the expenditure was additional, proportionate and effectively delivered.

The supplied summary does not provide counts or percentages for the individual concerns or priorities. They should therefore be reported in the stated order but not presented through invented numerical charts or interpreted as precise differences in scale. The findings identify relative prominence and thematic direction, not quantified margins between categories.

Overall, the section shows that potential outcomes and reinvestment priorities were inseparable from trust. Concern about business pressure and administration was intensified where confidence in expenditure was weak. Conversely, support or conditional acceptance was more likely where respondents could envisage practical, visible and locally relevant improvements.

10. Governance, trust and confidence

Governance emerged as one of the clearest cross-cutting issues in the consultation. A total of 1,720 respondents rated clear governance arrangements as very important and a further 170 rated them important. The supplied summary does not provide the exact counts for the remaining response categories, so the chart is presented as the authoritative visual record of the full distribution.

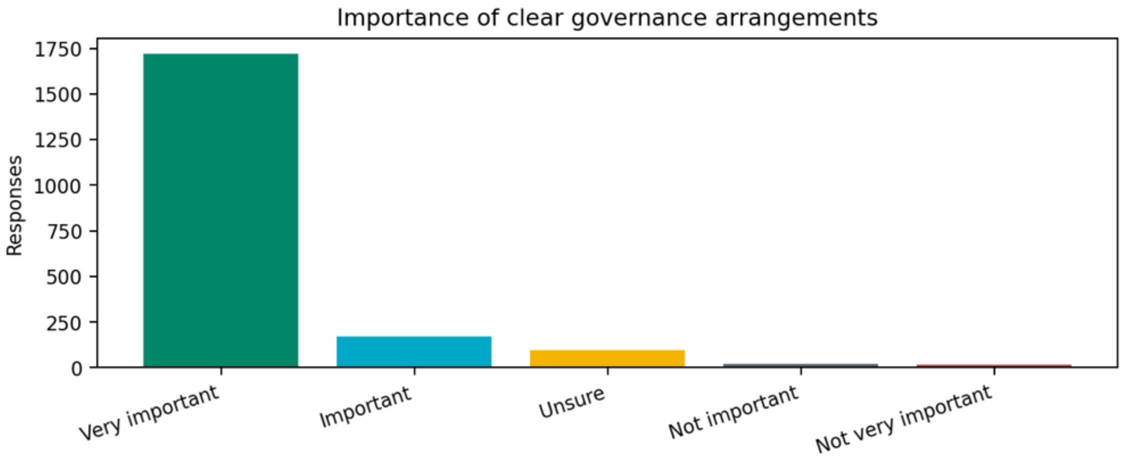


Figure 10.1. Importance attached to clear governance arrangements.

10.1 Headline interpretation

The result indicates that governance was not a secondary procedural concern. It was central to how respondents assessed the legitimacy, fairness and likely effectiveness of a visitor levy. The strong concentration in the 'very important' category shows that respondents wanted clarity before implementation rather than assurances developed after collection had begun.
Strong representation was requested for accommodation providers, tourism businesses, residents and community groups.. Accommodation providers would collect the charge; tourism businesses would experience wider market effects; residents would judge local benefit and fairness; and community organisations could contribute place-based knowledge and scrutiny.

Stakeholder group	Reason for representation	Contribution to governance
Accommodation providers	Would undertake collection and customer communication.	Operational knowledge of bookings, exemptions, refunds, platforms and returns.
Tourism businesses	May experience wider effects on spending, demand and destination reputation.	Evidence on competitiveness, supply chains, staffing and visitor behaviour.
Residents	Would assess local benefit, additionality and geographic fairness.	Community priorities, service pressures and public accountability.
Community and voluntary groups	May represent specific places, interests and affected communities.	Place-based insight, inclusion and independent challenge.
Local authority	Would hold statutory and financial responsibilities.	Legal compliance, administration, financial control and delivery.
Independent expertise	Can strengthen scrutiny and evaluation.	Objective monitoring, audit and assessment of outcomes.

10.2 Mistrust of the public sector

Mistrust was evident in concern that funds would not be used effectively, uncertainty about ring-fencing and comments questioning whether levy income would replace existing budgets. This concern should not be reduced to simple resistance to taxation. It is better understood as a relationship and legitimacy issue.

Respondents were assessing whether the Council could make and keep visible commitments. The central questions were whether income would remain additional, whether administrative deductions would be proportionate, whether communities would see identifiable benefit and whether decision-making would be open to meaningful scrutiny.

Expression of mistrust	Underlying concern	Factors respondents associated with greater confidence
Funds may not be used effectively	Income may not translate into practical or measurable outcomes.	Published priorities, delivery plans and outcome reporting.
Uncertainty about ring-fencing	Revenue may be absorbed into general budgets.	Formal ring-fencing statement and separate accounting.
Concern about budget substitution	Existing expenditure may be reduced once levy income is available.	Published baseline budgets and an additionality test.
Concern about administrative costs	Too much income may be retained for collection and management.	Full disclosure of gross income, deductions and net investment.
Concern about geographic fairness	Some communities may bear pressure but receive limited benefit.	Transparent allocation criteria and geographic reporting.
Concern about political discretion	Decisions may be viewed as insufficiently independent or consistent.	Multi-stakeholder oversight, conflicts rules and published decisions.

Respondents associated trust with repeated evidence rather than a single statement of intent, including open dialogue, clear rules, accessible records, visible delivery and responsiveness where monitoring identifies problems.

10.3 Ring-fencing and additionality

Ring-fencing and additionality are related but different. Ring-fencing concerns whether the income is legally or administratively kept for specified purposes. Additionality concerns whether the funded activity is genuinely additional to what would otherwise have been provided. A scheme may be ring-fenced but still attract criticism if existing budgets are reduced in response.

Principle	Meaning	Evidence respondents associated with the principle
Ring-fencing	Levy income is restricted to defined purposes or activities.	Separate account, approved eligible uses and audited expenditure.
Additionality	Levy-funded activity is above the baseline that would otherwise have been delivered.	Published baseline budgets and a formal additionality statement.
Transparency	The public can follow income from collection to outcome.	Gross receipts, deductions, allocations, projects and results.
Consistency	Rules are applied predictably across years and projects.	Published criteria, decision records and review procedures.

10.4 Destination Anglesey Partnership or equivalent

The consultation evidence included support for reestablishing a Destination Anglesey Partnership, or an equivalent body, as a forum for representation, advice and scrutiny. Respondents and stakeholders also raised the importance of clarity about the legal authority and role of any such partnership. Functions discussed included advice, priority-setting input, performance review and scrutiny, while formal statutory and financial decisions would remain matters for the Council. The evidence indicates that ambiguity over whether a body was advisory or decision-making could affect confidence.

Governance feature	Issue reflected in the evidence	Arrangement described in the evidence
Terms of reference	Define remit, authority, responsibilities and limits.	Published before appointments and reviewed periodically.
Balanced membership	Ensure affected interests are represented.	Accommodation, tourism, residents, community, Council and independent voices.
Appointment process	Demonstrate openness and legitimacy.	Published criteria, transparent selection and fixed terms.
Voting arrangements	Clarify how recommendations or decisions are made.	Defined quorum, voting rights and treatment of abstentions.
Conflicts of interest	Protect integrity where members may benefit from funding.	Declarations, withdrawal rules and published registers.
Public reporting	Allow stakeholders to understand discussion and outcomes.	Agendas, minutes, recommendations and Council responses.
Review and renewal	Prevent arrangements becoming static or unrepresentative.	Periodic effectiveness and membership review.

10.5 Financial transparency and annual reporting

Respondents associated transparent annual reporting with a complete and intelligible account of any levy. Concerns were raised that publishing only the value of funded projects would not show how much was collected, what was deducted or how allocations were made.

Reporting component	Information to publish	Interpretive significance
Gross income	Total levy receipts for the reporting period.	Shows the overall scale of the income stream.
Administrative costs	Collection, staffing, systems, support and enforcement costs.	Allows assessment of efficiency and proportionality.
Net investment	Amount remaining after deductions.	Shows how much reaches delivery.
Geographic allocation	Where projects and spending are located.	Demonstrates local visibility and fairness.
Thematic allocation	Spending by priority such as conveniences, transport or environment.	Shows alignment with consultation priorities.
Outputs	Facilities improved, services delivered and projects completed.	Provides a direct record of activity.
Outcomes	Changes in service quality, visitor management, environment or local economy.	Demonstrates whether spending achieved its purpose.

Respondents associated transparency with information that is accessible as well as technically complete. Suggestions included a concise public summary supported by detailed accounts and datasets for audiences requiring further information.

10.6 Independent monitoring and review

Independent monitoring and review were identified in the evidence as possible means of assessing a scheme against stated objectives rather than only against the amount of income raised. Suggestions included external evaluation, audit, academic or professional review, or a formally independent scrutiny function.

Area for independent review	Key question	Possible indicator
Financial management	Are receipts, deductions and allocations accurate and transparent?	Audit findings, cost ratio and reporting completeness.
Administrative burden	Is collection proportionate across different provider types?	Provider time, system costs, error rates and support requests.
Visitor behaviour	Has the levy affected destination choice, stay length or spending?	Bookings, occupied nights, visitor surveys and spending evidence.
Business effects	Are small or seasonal firms experiencing disproportionate pressure?	Margins, closures, staffing, investment and confidence.
Geographic fairness	Are benefits distributed in a transparent and defensible way?	Spend and outputs by area and visitor-pressure profile.
Public outcomes	Are funded projects producing visible improvements?	Service, environmental, access and community indicators.
Public confidence	Has trust in governance and expenditure improved?	Stakeholder feedback, awareness and confidence measures.

10.7 Governance arrangements identified through the consultation

Governance arrangement discussed	Issue reflected in the evidence	Timing reflected in the evidence
Destination Anglesey Partnership or equivalent.	Respondents and stakeholders associated this with representative oversight and structured dialogue.	Participants associated this with the period before implementation.
Terms of reference, membership, voting and conflicts rules.	These were associated with clarity on authority and accountability.	The evidence associated this information with arrangements before collection.
Formal additionality and ring-fencing statement.	Respondents associated this with protection of income and avoidance of perceived budget substitution.	The evidence associated this with the period before any first levy year.
Annual accounts, administrative costs, geographic allocation and outcomes.	Respondents linked these items to a clearer audit trail from income to benefit.	Annual reporting and, where relevant, interim updates were discussed.
Independent monitoring and review.	Stakeholders associated monitoring with assessment of effectiveness, proportionality and unintended effects.	Baseline information and subsequent review were identified as relevant.

10.8 Implications and limitations

The findings indicate that governance was closely connected to respondents' perceptions of legitimacy and delivery. The strength of the response shows that participants placed importance on clear and published governance arrangements, with representation extending beyond the Council itself.

The supplied text provides exact counts for the 'very important' and 'important' categories but not for the remaining categories shown in the chart. Those categories have therefore not been converted into figures in the narrative or tables. The consultation also identifies requested governance features but does not determine the final statutory or legal form of any partnership.

10.9 Concluding assessment

Governance and trust were central to the consultation response. Respondents wanted strong representation for accommodation providers, tourism businesses, residents and community organisations, alongside transparent rules and independent scrutiny.

Mistrust focused on whether revenue would be ring-fenced, whether it would replace existing budgets and whether funds would be used effectively. These concerns are best understood as questions of relationship, legitimacy and evidence rather than simply opposition to taxation. Across the consultation evidence, confidence in governance was associated with clarity over membership and authority, additionality, publication of the financial position and independent review. Respondents also linked confidence to whether such arrangements were visible, sustained and supported by demonstrable outcomes.

11. Geographic considerations

Ynys Môn functions as a coherent island destination, but the consultation evidence indicates that visitor pressures, economic exposure and local priorities are not uniform across the island. Interim geographic work identified strong resident responses from West and North Anglesey. Business-related concentrations were identified in Holyhead / Trearddur Bay, Beaumaris / Menai Bridge, Amlwch / Cemaes and Benllech / Moelfre.

The significance of these differences is analytical as well as practical. A single island-wide policy framework may be appropriate for legal, financial and strategic purposes, but the lived experience of visitor pressure and the expectations of benefit are likely to vary between communities. This means that place-based interpretation is needed alongside island-wide coordination.

11.1 Overview of the geographic pattern

Geographic pattern	Interim evidence	Interpretation
Strong resident response areas	West and North Anglesey	These areas appear to have engaged particularly strongly with the consultation and may reflect communities where local issues and visitor pressure are salient.
Business concentration 1	Holyhead / Trearddur Bay	A significant visitor gateway and tourism area with operational and infrastructure concerns.
Business concentration 2	Beaumaris / Menai Bridge	Important visitor-facing settlements with strong tourism presence and event activity.
Business concentration 3	Amlwch / Cemaes	North-eastern coastal area where businesses were concerned about recognition and local return.
Business concentration 4	Benllech / Moelfre	A coastal visitor area where accommodation and tourism activity create a notable local cluster.

The resident-response geography indicates that the consultation did not emerge evenly from all parts of the island. Stronger participation from West and North Anglesey suggests that certain communities may have been especially motivated to comment on visitor impacts, local services, economic effects or the possible use of levy income.

11.2 Business concentrations and operational exposure

The identified business clusters illustrate where the visitor economy is likely to have had particular visibility within the consultation response. These concentrations should not be treated as exhaustive coverage of every tourism-related business on the island. They indicate places where business engagement or exposure was sufficiently notable to shape the geographic picture.

Cluster	Why it matters in the consultation context	Possible issues likely to influence views
Holyhead / Trearddur Bay	Major gateway and coastal tourism area, with relevance to transport, motorhome provision and sustainable tourism management.	Gateway pressure, accommodation activity, transport interfaces, campervan infrastructure and destination management.
Beaumaris / Menai Bridge	High-profile visitor settlements where heritage, events and local visitor economy performance are important.	Local asset ownership, year-round activity, community benefit and place presentation.
Amlwch / Cemaes	Northern coastal area with active tourism and sensitivity to perceived under-recognition.	Fair share of funding, visibility of benefit and local economic resilience.
Benllech / Moelfre	Popular coastal visitor zone where accommodation and visitor movement are likely to be significant.	Seasonal demand, local infrastructure, transport and environmental management.

These clusters also help explain why island-wide averages cannot fully describe local experience. A business in a busy coastal tourism area may judge the levy very differently from one in a less visitor-intensive location, while a community that experiences strong seasonal pressure may place greater weight on visible local reinvestment.

11.3 Event evidence and place-based priorities

The event evidence adds important geographic nuance. Bangor University argued for governance that combines local accountability with island-wide coordination. This is consistent with the issues raised in the local events: Beaumaris sought a return to locally owned visitor assets; Holyhead discussed campervan infrastructure and sustainable tourism; Amlwch feared being overlooked; and Menai Bridge emphasised the importance of year-round events.

.

Place	Issue raised	Interpretive significance
Beaumaris	Desire for a return to locally owned visitor assets.	The evidence links local confidence with influence over priorities and visible local return.
Holyhead	Discussion of campervan infrastructure and sustainable tourism.	The discussion illustrates the importance participants attached to gateway and motorhome pressures.
Amlwch	Fear of being overlooked.	The evidence records concern about geographic fairness, including for places outside the best-known visitor centres.
Menai Bridge	Emphasis on year-round events.	The evidence records interest in season extension and local economic activity beyond peak periods.
Bangor University perspective	Need for local accountability with island-wide coordination.	This perspective emphasised local accountability alongside island-wide coordination.

Together, these place-based comments show that geography shapes not only where visitor pressure occurs but also how communities define benefit. For some places the priority is physical infrastructure, for others it is stronger local control, year-round activity or reassurance that their area will not be overshadowed by larger or better-known visitor centres.

11.4 Island-wide coordination and local accountability

The argument for combining island-wide coordination with local accountability reflects the structure of the island visitor economy. Some matters, such as transport, island-wide data, major environmental programmes and strategic infrastructure, are more effective at a whole-island scale. Other matters, such as visible improvements in communities experiencing seasonal pressure, require a place-based approach.

Potential funding approach identified in the evidence	Issue reflected in the evidence	Geographic rationale
Island-wide strategic fund	Transport, data, major infrastructure and environmental programmes.	Supports needs that are systemic, cross-boundary or too large for a single community allocation.
Place-based allocation	Visible benefit in communities experiencing visitor pressure.	Ensures that localities can identify practical outcomes where pressure is felt most directly.
Challenge / innovation fund	Community, cultural, event and sustainability projects.	Allows local initiative, experimentation and smaller-scale place-led responses.
Evaluation reserve	Monitoring, mitigation and independent review.	Supports island-wide learning while allowing emerging geographic impacts to be identified and addressed.

11.5 Funding approaches reflected in the evidence

The evidence included both island-wide and place-based approaches to potential expenditure. Island-wide investment was associated with larger transport, environmental and infrastructure programmes, while place-based allocation was associated with the visible local benefit that many respondents linked to fairness and acceptability.

Community, cultural, event and sustainability projects were also identified as possible forms of locally-led expenditure. This is relevant to places such as Menai Bridge, where year-round events were emphasised, and to other communities where respondents raised local visitor-management or economic priorities.

The evidence also identified monitoring and independent review as relevant to understanding geographic effects over time, including whether funding distribution, visitor pressure or economic effects were uneven.

11.6 Practical implications for allocation and reporting

Issue	Issue reflected in the evidence	Evidence associated with greater confidence
Geographic fairness	Communities will want to understand how allocations between places are determined.	Clear criteria based on pressure, need, strategic value and deliverability.
Visibility of benefit	Localities will expect to see outcomes in their own area.	Project maps, local summaries and signage on completed investment.
Balance between island and place	Too much centralisation may weaken local legitimacy; too much fragmentation may weaken strategy.	Published allocation framework showing which kinds of investment sit at each level.
Recognition of overlooked places	Areas such as Amlwch may fear missing out.	Transparent geographic reporting and periodic review of spatial distribution.
Support for seasonal and year-round needs	Different areas may prioritise peak-pressure management or season extension.	Flexible funds able to address both infrastructure and economic development objectives.
Independent challenge	Spatial decisions may be contested.	Multi-stakeholder scrutiny and evaluation of geographic outcomes.

11.7 Limitations and concluding assessment

The maps in this section are schematic and interpretive. They illustrate the geographic clusters and place-based issues identified in the supplied interim work and event evidence; they are not GIS outputs or postcode-density maps. The section therefore supports qualitative interpretation rather than precise spatial measurement.

Within those limits, the evidence presents Ynys Môn as a coherent destination while also showing that pressures, priorities and expectations of benefit differ between communities. The consultation highlights stronger resident engagement in West and North Anglesey, notable business concentrations in key visitor settlements and distinct place-based concerns emerging through the events.

The geographic evidence identifies both island-wide considerations and demand for visible local accountability. It does not establish a single preferred allocation model, but it shows that respondents distinguished between whole-island needs and place-specific priorities.

12. Community drop-in evidence

Six community drop-in sessions were arranged by the Council across Ynys Môn between 15 June and 6 July 2026. Their stated purpose was to provide opportunities for residents in different parts of the island to participate in person. The sessions were advertised through Visit Anglesey and Isle of Anglesey County Council social-media channels and through local community groups, including Friends of Beaumaris, Caru Amlwch and Grŵp Cymuned Llangefni.

Recorded attendance was low and uneven. Across the six community sessions there were 23 recorded attendances, an average of 3.8 per session. Beaumaris recorded the highest attendance at seven, Holyhead and Amlwch each recorded six, Newborough and Menai Bridge each recorded two, and no-one attended the Llangefni session. These figures are best interpreted as evidence about the reach and character of the in-person engagement rather than as a measure of wider public opinion.

Location	Date	Recorded attendance
Llangefni Town Hall	15 June 2026	0
Beaumaris – Canolfan Beaumaris	17 June 2026	7
Newborough – Pritchard Jones Institute	24 June 2026	2
Holyhead – Market Hall Library	29 June 2026	6
Menai Bridge – Menai Heritage Trust	1 July 2026	2
Amlwch – Memorial Hall	6 July 2026	6

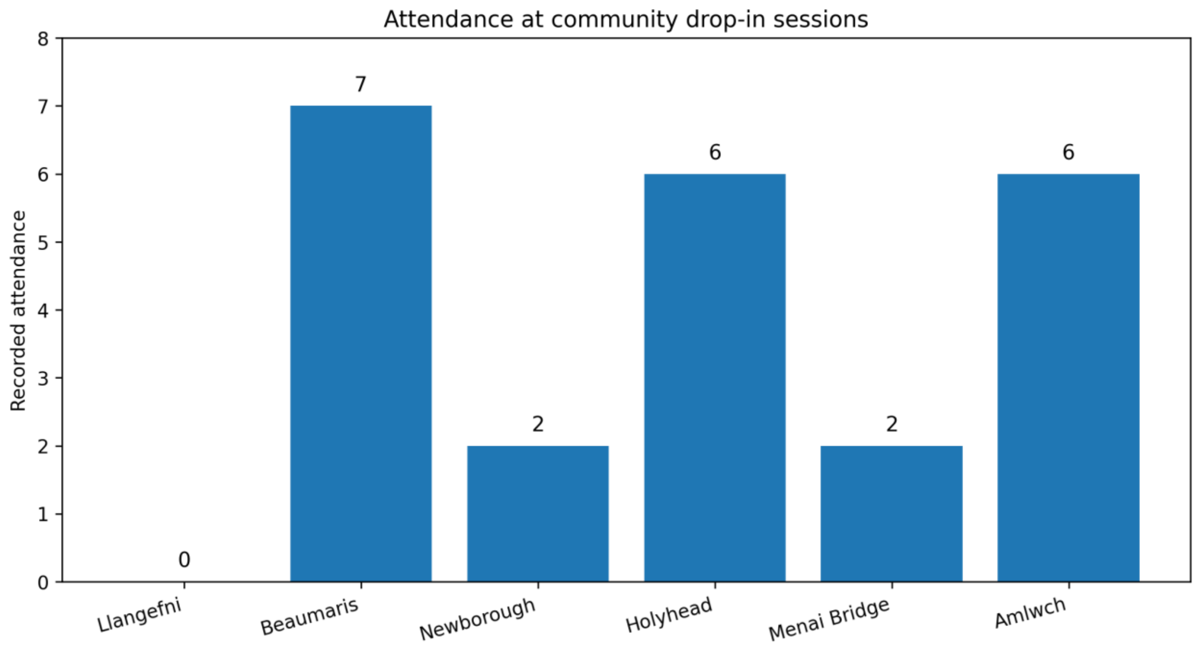


Figure 12.1. Recorded attendance at the six community drop-in sessions.

12.1 How the drop-in evidence should be interpreted

The drop-ins provide qualitative depth rather than prevalence. The level of attendance means that the views expressed at an individual session cannot be treated as representative of the settlement in which it took place. In particular, a six- or seven-person session may reveal issues that matter locally, but it cannot establish the proportion of residents or businesses in that area who hold the same view.

The zero attendance at Llangefni is also evidence in its own right. It indicates that an advertised in-person opportunity did not generate participation on that date. This should be considered alongside the much larger online-survey response rather than interpreted as evidence that people in Llangefni had no interest in the subject.

12.2 Beaumaris: local return, business pressure and mixed perspectives

Beaumaris recorded seven attendees, the highest of the six community drop-ins. Those recorded as attending included representatives of Beaumaris Town Council and Beaumaris Chamber of Trade, a travel agent and holiday-cottage provider, a self-catering provider and a representative connected to UK Events.

The discussion was predominantly concern-led. Beaumaris Town Council emphasised that the area is a major visitor destination and could generate substantial levy income. It wanted to see investment returned to the town, particularly because local bodies are responsible for visitor-facing assets including the Canolfan, public conveniences, the Gaol, Courthouse and tourism information centre. This provides a clear example of the place-based accountability issue identified elsewhere in the consultation.

Economic concerns included the fact that day visitors would not pay, the cumulative cost for families staying overnight, possible reductions in high-street spending, the 182-day letting rule, seasonality, weak winter footfall, VAT-threshold concerns and additional administration. Attendees also raised the risk that some visitors could reconsider a trip to the area.

The session was not uniformly opposed. The representative associated with UK Events and NCASS highlighted the potential for a levy to unlock funding for the sector and to support locally driven events. The Beaumaris evidence is therefore best described as strongly concern-led but with a clear conditional argument in favour of reinvestment where local benefits are visible.

12.3 Newborough and the limits of the recorded evidence

The Newborough session recorded two attendees. The source overview confirms the venue, date and attendance but does not provide a substantive record of the discussion. It would therefore be inappropriate to assign a stance, identify dominant themes or infer local priorities for Newborough from this source alone.

This gap is important methodologically. Where the consultation record is thin, the final report should say so rather than filling the gap from wider island evidence. Newborough can be included in the attendance analysis, but detailed thematic interpretation should be based only on evidence that was actually recorded.

12.4 Holyhead: information, principle and sustainable tourism

Holyhead recorded six attendees, including local residents, a holiday-home owner and cruise tour guide, and a self-catering accommodation provider. The session involved substantial discussion of how the levy might be designed and implemented, suggesting that information and practical clarification were important components of the engagement.

The source records that participants were generally supportive of the principle and considered that local areas could benefit from investment. One practical example was additional camper-

Aire provision. Participants also discussed the opportunity to mitigate negative effects of over-tourism and promote more sustainable tourism, with Trearddur Bay used as an example.

12.5 Menai Bridge: conditional discussion and year-round tourism

The Menai Bridge session recorded two attendees, identified as visitors and directors of a Holiday Cottages business. The discussion covered the tourism sector on Ynys Môn more broadly as well as the levy proposal itself.
The evidence was mixed and conditional. Seasonality was identified as an important challenge, and events were seen as one means of supporting the sector throughout the year. The potential for levy investment in events, nature tourism, sustainability and marketing was discussed positively.

At the same time, attendees raised concern about whether levy receipts would count towards VAT-taxable turnover, together with additional bank and card charges and administration fees. The session therefore illustrates how a respondent can recognise potential benefits while remaining concerned about the practical tax and transaction consequences.

12.6 Amlwch: opposition, fairness and fear of being overlooked

Amlwch recorded six attendees, the majority of whom were self-catering accommodation providers. The source records a general feeling of opposition among most participants. Reasons included additional administrative burden, uncertainty about the fair use of revenue and the continuing challenge created by the 182-day letting rule.

The discussion also linked the levy to wider financial pressures, including National Insurance and existing operating costs. Local service concerns included the difficulty of keeping public conveniences open outside the main season and concern about illegal overnight campers who were perceived as neither being adequately policed nor contributing to the local economy.

Importantly, attendees also recognised the opportunity for local investment and the significance of North Anglesey as a tourism destination. A specific fear was that Amlwch could be overlooked when funding and investment decisions were made. This connects directly with the wider geographic finding that local accountability and visible place-based benefit matter alongside island-wide coordination.

Session	Recorded character of discussion	Principal issues supported by the source
Beaumaris	Predominantly concern-led, with some conditional support for investment	Local return; day visitors; family cost; high-street spending; 182-day rule; seasonality; VAT; administration; events.
Newborough	Insufficient recorded detail to classify	Attendance recorded, but no substantive thematic notes in the source overview.
Holyhead	Generally supportive of the principle	Need for information; local investment; camper-Aires; sustainable tourism; mitigation of over-tourism.
Menai Bridge	Mixed and conditional	Seasonality; year-round events; VAT treatment; card/bank charges; administration; nature tourism; sustainability; marketing.
Amlwch	Mainly opposed, with recognition of possible local investment	Administration; fairness of spending; 182-day rule; financial pressure; toilets; illegal campers; concern about being overlooked.

12.7 Cross-cutting themes from the drop-ins

Although attendance was small, a number of themes recurred across the recorded sessions. The Council's own overview identifies local reinvestment, business impacts, administrative burden, VAT and the 182-day rule, seasonality and the need to ensure that tourism revenue benefits local communities as the most consistent themes.

Cross-cutting theme	How it appeared in the sessions	Relationship to wider consultation findings
Local reinvestment and geographic fairness	Beaumaris wanted locally generated income returned to visitor assets; Amlwch feared being overlooked.	Reinforces the importance of place-based allocation and transparent geographic reporting.
Business pressure and seasonality	Beaumaris, Menai Bridge and Amlwch discussed winter footfall, seasonal demand and cumulative costs.	Consistent with strong business opposition and concern about viability and competitiveness.
VAT and the 182-day rule	Raised particularly in Beaumaris, Menai Bridge and Amlwch.	Shows that the levy was considered alongside existing tax and regulatory pressures.
Administrative burden	Providers raised guest-night management, transactions, charges and additional work.	Aligns with the detailed business evidence on collection and compliance capacity.
Visitor deterrence and spending	Beaumaris raised risk of fewer visits and reduced high-street spending.	Consistent with visitor statements about destination choice and shorter stays.
Public conveniences and campervan infrastructure	Amlwch discussed keeping toilets open; Holyhead identified Camper-Aire investment.	Demonstrates the practical, visible nature of preferred reinvestment.
Events, sustainability and nature tourism	Positive opportunities discussed in Beaumaris, Holyhead and Menai Bridge.	Shows that some participants saw potential value where income supported visible destination improvements.

12.8 Reach, participation and methodological significance

The low attendance does not make the drop-ins irrelevant, but it changes the weight that should be attached to them. Their principal value lies in explaining why participants held particular views, identifying practical issues that closed survey questions may not capture, and revealing local differences in emphasis. They should not be used to estimate the prevalence of support or opposition across the island.

The uneven attendance also provides information about engagement reach. One session attracted no attendees, two attracted only two people, and the largest attracted seven. This suggests that in-person drop-ins were a relatively small component of the overall consultation and that the survey and other forms of engagement carried much greater numerical reach.

The accommodation-provider meeting held at Llangefni Town Hall on 22 June was a separate exercise and is not included in the six community drop-in attendance figures. Keeping the two forms of engagement distinct prevents the community attendance profile from being artificially inflated.

12.9 Implications for interpretation and future engagement

Issue	Evidence from the drop-ins	Interpretive significance
Low and uneven participation	23 recorded attendances across six sessions, including one session with none.	Treat findings as qualitative evidence and avoid prevalence claims.
Local variation	Sessions differed in emphasis and stance.	Retain place-based analysis rather than collapsing all event evidence into one island-wide position.
Need for practical information	Holyhead discussion included extensive clarification of design and implementation.	Participants asked for worked examples, clear rules and implementation scenarios.
Need for visible local benefit	Strongly evident in Beaumaris and Amlwch.	Participants linked confidence with clarity about geographic allocation and local reinvestment.
Business confidence	VAT, 182-day rule, seasonality and administration recurred.	Provider comments placed the levy within a wider context of cumulative pressures.
Positive opportunities	Events, sustainability, nature tourism and campervan infrastructure were identified.	Participants referred to concrete projects and measurable outcomes when discussing potential benefits.

12.10 Concluding assessment

The community drop-ins provide a small but useful qualitative strand within the wider consultation. Attendance was too low and uneven for the sessions to support claims about the prevalence of opinion, but the discussions add important depth to the survey evidence.

The sessions show that opposition and support were often conditional and place-specific. Beaumaris and Amlwch were principally concerned about economic risk, fairness and local return; Holyhead was more supportive of the principle and focused on sustainable tourism and infrastructure; Menai Bridge combined concern about VAT and transaction costs with interest in events and other investment opportunities. The Newborough source records attendance but does not contain enough detail for thematic classification.

Across the recorded sessions, the most consistent message was that any levy would be judged through its local and practical consequences: whether businesses could administer it, whether visitors would alter behaviour, whether existing financial pressures were recognised, and whether communities could see transparent and additional reinvestment in the places where visitor pressure is experienced.

13. Accommodation-provider meeting

A sector-specific meeting for accommodation providers was held at Llangefni Town Hall on 22 June 2026. The meeting was intended to provide an opportunity for accommodation businesses to discuss the visitor levy proposal in greater detail. It was promoted through Visit Anglesey and Isle of Anglesey County Council corporate social-media channels, and approximately 40 Anglesey-based accommodation providers were contacted directly by email.

Seventeen accommodation providers attended, together with a representative of the evenue Authority (WRA). The session included an Isle of Anglesey County Council presentation on the consultation and an information presentation from the WRA on registration and the operation of the visitor levy. The meeting therefore provided a more technical and sector-focused strand of evidence than the general community drop-ins.

Meeting feature	Recorded information	Interpretive significance
Date and venue	Llangefni Town Hall, 22 June 2026	Dedicated sector session held separately from the community drop-ins.
Direct outreach	Approximately 40 Anglesey-based accommodation providers emailed	Shows targeted contact in addition to public social-media promotion.
Attendance	17 accommodation providers	Provides substantive qualitative sector evidence, but is not a census of the island accommodation sector.
Technical input	Welsh Revenue Authority representative attended	Allowed questions on registration, compliance and levy operation to be discussed directly.
Presentations	IoACC consultation overview and WRA registration / visitor levy information	Combined local consultation context with national technical information.

13.1 Reach and representativeness of sector engagement

A prominent issue raised by attendees was whether the consultation had reached enough accommodation providers. Participants felt that turnout was lower than expected and requested greater engagement with caravan parks and the wider accommodation sector. Suggestions included the use of a comprehensive business directory and direct letters to residential and business properties.

This concern is important in interpreting the meeting itself. The 17 attendees provide detailed evidence from businesses that chose to participate, but the session cannot be treated as representative of every accommodation type or business model on the island. The request for wider caravan-park and accommodation-network engagement indicates that some participants believed important parts of the sector remained under-represented.

The sector therefore linked consultation legitimacy with reach. The issue was not simply whether businesses had an opportunity to respond, but whether the Council could demonstrate that different accommodation models had been actively reached and that industry feedback would be reflected in the design and timing of any future scheme.

13.2 Administration and compliance

Administration and compliance formed a substantial part of the discussion. Questions covered registration, penalties, enforcement, guest records, levy calculation, exemptions, refunds and the treatment of different guest categories. These concerns closely mirror the wider business evidence, but the sector meeting adds more detail about the practical chain of tasks that providers expected to manage.

Administrative issue	Concern raised at the meeting	Operational significance
Registration	Questions about the requirement to register and consequences of non-compliance.	Businesses need clarity over who must register, when and through which system.
Penalties	Questions about penalties for failure to register or comply; initial penalties were understood to start at £100.	Providers were concerned about the proportionality and practical effect of the compliance regime.
Enforcement	Concern about how effectively the levy could be enforced.	Uneven enforcement could create perceived unfairness between compliant and non-compliant operators.
Guest records	Additional responsibility for recording guest stays.	Creates recurring record-keeping and data-management requirements.
Levy calculation	Need to calculate and charge the levy accurately.	Requires booking-system adaptation and clear treatment of liable nights and guests.
Exemptions	Questions about exempt categories and how providers establish eligibility.	Ambiguity could lead to inconsistent treatment and customer disputes.
Refunds	Additional administration where payments need to be reversed or adjusted.	Requires clear processes linked to cancellations, amendments and eligibility.
Infants and guest categories	Particular concern about recording infants and other categories.	Adds detail to booking records and increases the need for clear definitions.
Disability claims	Concern that disability exemptions might require retrospective claims rather than automatic exemption.	Could create additional administrative steps for guests and providers.

The discussion shows that providers viewed administration as a workflow rather than a single transaction. Registration, booking-system changes, guest classification, collection, adjustment and reporting all interact. The burden is therefore likely to depend on the volume and complexity of bookings as well as the scale of the business.

13.3 Enforcement and perceived fairness

Attendees compared the proposed compliance framework with existing difficulties in policing illegal overnight campervan stays. This comparison reflected a fairness concern: regulated accommodation providers anticipated new registration, record-keeping and collection duties while questioning whether informal or illegal overnight activity would be subject to equivalent enforcement.

The concern is significant because compliance legitimacy depends partly on consistency. Businesses may be less willing to accept additional administrative obligations if they perceive that other forms of overnight accommodation can avoid equivalent requirements. The source does not establish the scale of illegal campervan activity or the effectiveness of current enforcement, so these points should remain attributed to attendee concern.

13.4 Economic and strategic issues

Participants questioned whether the revenue generated by a visitor levy would exceed the potential economic losses associated with its introduction. The discussion therefore focused not only on gross levy income but on the net economic position after allowing for possible changes in visitor behaviour and the additional costs borne by businesses.

Economic issue	Concern raised	Potential pathway if realised
Bookings	Higher visitor costs could reduce the number of bookings.	Lower occupancy and accommodation income.
Length of stay	Visitors could shorten their stays.	Fewer occupied nights and reduced secondary spending.
Visitor spending	Visitors may have less discretionary expenditure for local businesses.	Reduced income for hospitality, retail, attractions and services.
Secondary businesses	Tourism-dependent businesses beyond accommodation could be affected.	Economic effects could extend through the local supply chain.
Contractors and business travel	Workers in the area might stay outside Ynys Môn if the levy applies locally.	Accommodation spending could be displaced outside the island.
Wylfa-related demand	Wylfa was cited as an example of possible contractor accommodation displacement.	Future project-related stays may be sensitive to differences between local authority areas.

The Wylfa example broadens the discussion beyond leisure tourism. Accommodation on Ynys Môn may also serve contractors, workers and other non-leisure stays. Attendees were concerned that where alternative accommodation is available outside the island, a locally applied charge could influence where those stays are booked.

These concerns are stated risks rather than forecasts. The meeting did not provide measured estimates of booking loss, stay reduction or contractor displacement. Their value is in identifying the economic pathways that providers believed should be tested before implementation.

13.5 VAT, taxable turnover and the 182-day rule

The meeting also raised the interaction between the levy and VAT. Attendees argued that comparisons with European visitor levies are not straightforward because the tax treatment and VAT arrangements may differ. The interaction between levy collection, VAT and taxable turnover was described as a significant concern.

The 182-day rule was also highlighted as an existing pressure affecting many businesses. This reinforces a recurring theme in the wider consultation: providers considered the levy cumulatively alongside other taxation, regulatory and trading pressures rather than as a stand-alone charge.

Design issue	Sector concern	Why clarification matters
VAT treatment	Uncertainty over interaction between levy receipts and taxable turnover.	Businesses requested authoritative worked examples on pricing and threshold implications.
European comparisons	Attendees considered direct comparisons potentially misleading where tax systems differ.	Attendees argued that benchmarking should distinguish rate design from wider tax treatment.
182-day rule	Identified as a significant existing business pressure.	Timing and cumulative regulatory burden influence confidence in any additional scheme.

13.6 Destination Anglesey Partnership and governance

Participants suggested that the Destination Anglesey Partnership (DAP) should be reestablished. The proposed purpose was not simply advisory engagement after implementation; attendees wanted a representative structure capable of helping to guide decisions on levy spending and implementation from the outset.

This aligns with the wider consultation evidence on governance and additionality. For accommodation providers, governance is directly connected to business confidence: if businesses are required to collect the charge and explain it to customers, they want confidence that the income is transparently managed, that spending decisions reflect destination needs and that the sector has a meaningful voice.

Governance themes emerging from the meeting	Issue reflected in the evidence	Practical implication
Participants proposed DAP before implementation	Participants sought a representative forum before collection.	The proposal linked governance arrangements to implementation readiness.
Accommodation-sector representation	Participants wanted collector experience to inform discussion of design and spending.	Participants called for representation across different accommodation models, including under-represented parts of the sector.
Input to implementation	Participants used implementation discussion to identify practical problems with systems and processes.	Participants identified provider working groups and tested booking / refund / exemption scenarios as possible approaches.
Input to spending	Participants linked discussion of levy income with destination priorities and local economic need.	Participants called for transparent allocation principles and publication of partnership recommendations.
Transparent relationship with Council	Participants raised the importance of clarity about the boundary between advice and statutory decision-making.	Participants associated confidence with public terms of reference, reporting and Council responses.

13.7 Key messages from the sector meeting

Key message	Evidence from the meeting	Interpretive significance
Potential visitor deterrence	Providers feared higher costs could reduce bookings and shorten stays.	The meeting identified economic impact as an issue for assessment and monitoring rather than assumption.
Increased costs and administration	Providers described registration, system, record and exemption responsibilities.	Collector burden is a central implementation issue.
Uncertainty around enforcement	Questions about penalties and comparison with illegal overnight campervans.	Perceived consistency and fairness will affect compliance confidence.
Economic losses could exceed levy income	Participants questioned the net economic case after behavioural effects.	Gross revenue alone is not sufficient for appraisal.
Consultation must be thorough and representative	Attendees requested greater reach into caravan parks and accommodation networks.	Attendees called for broader engagement across business types.
Participants proposed governance arrangements before implementation	DAP was proposed before introduction.	Institutional readiness is linked directly to sector confidence.

13.8 Limitations and concluding assessment

The meeting provides detailed qualitative evidence from 17 accommodation providers, but it should not be treated as a statistically representative sample of all providers on Ynys Môn. The source does not provide a breakdown of attendees by accommodation type, geography or business size. It also records concerns and questions rather than independently verified forecasts of economic impact or enforcement performance.

Within those limits, the meeting is important because it captures the perspective of prospective collectors in a setting designed specifically for technical discussion. The evidence demonstrates concern about consultation reach, administrative workload, enforcement, VAT, the 182-day rule, visitor deterrence and the wider economic consequences of reduced stays or spending.

The most consistent message from providers was a preference for readiness to precede implementation. The issues they linked to readiness included broader sector engagement, clearer administrative and tax guidance, enforcement arrangements, economic monitoring and a Destination Anglesey Partnership or equivalent governance structure.

Source: Isle of Anglesey County Council, Sector Specific Meeting - Accommodation Providers, 22 June 2026.

14. Written stakeholder representations

The consultation was supplemented by 13 named written stakeholder positions. These submissions came from tourism and hospitality bodies, accommodation businesses, a town council, a campaign organisation, an environmental charity, an academic institution and a national park authority. They varied substantially in length, purpose, mandate and evidential approach, but together provide a distinct organisational perspective alongside the survey, community drop-ins and accommodation-provider meeting.

Nine named organisations were recorded as opposed, three as supportive and one as mixed or conditional. The written evidence was therefore predominantly negative in numerical terms, particularly among organised tourism, accommodation and business interests. However, the submissions also contain areas of convergence across opposing, supportive and conditional positions, especially around governance, transparency, business readiness, local accountability and the need for monitoring.

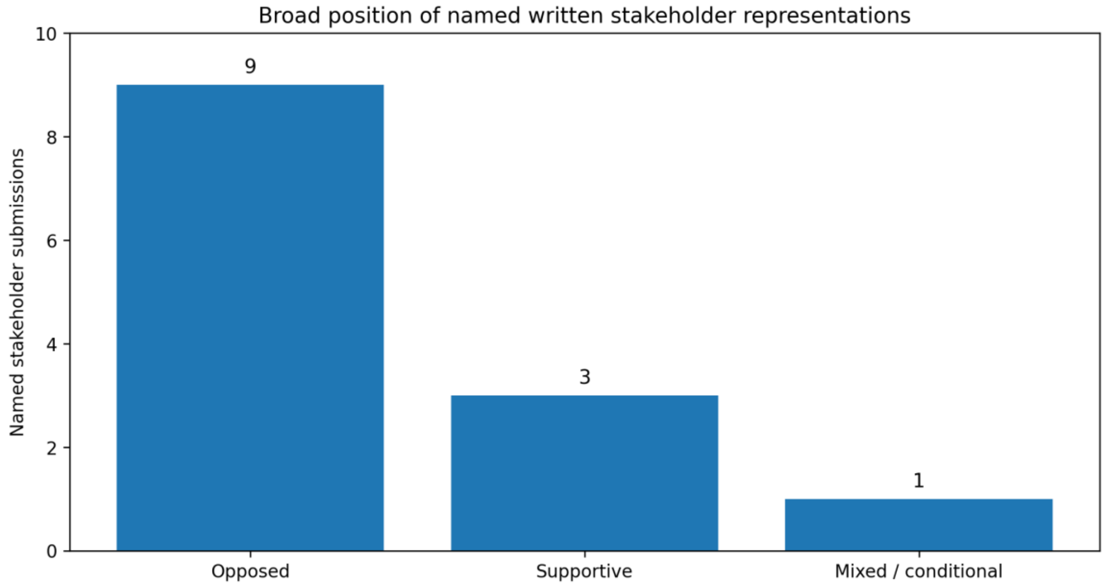


Figure 14.1. Broad position of the 13 named written stakeholder representations.

14.1 How the written evidence should be interpreted

The 13 submissions are not equivalent to 13 individual survey responses. Some organisations represent substantial memberships or sectors; others express a civic, environmental, academic or business perspective. The number of organisations in each position therefore describes the balance of named submissions received, not the number of people represented by those submissions.

The written record is especially useful for understanding technical arguments, organisational priorities and the evidence that stakeholders wanted the Council to consider. It should not be used to convert organisational claims into verified forecasts unless those claims have been independently checked.

14.2 Opposing submissions: competitiveness, timing and economic risk

Opposing submissions placed strong emphasis on competitiveness and current trading conditions. A town's chamber of trade argued that Anglesey is a rural island destination competing with neighbouring and comparable areas, with particular reliance on price-sensitive family and short-break tourism. It also linked the potential effect of fewer overnight visitors to local businesses and visitor-related income streams.

North Wales Tourism characterised the levy as economically risky, competitively damaging, poorly targeted towards higher-value overnight visitors and administratively burdensome, particularly for small and medium-sized enterprises. The submission also identified low confidence in governance and reinvestment as part of the sector's opposition.

PASC UK similarly focused on price sensitivity, domestic family tourism, seasonality, the 182-day rule and the cumulative impact of recent regulatory and cost pressures. It argued that a fixed per-person charge can represent a greater proportion of the cost of lower-priced accommodation and longer family stays, and that local variation between authorities could influence where visitors choose to stay.

Opposing theme	How it appeared in written evidence	Interpretive significance
Competitiveness	Concern that Ynys Môn could become more expensive relative to neighbouring or alternative destinations.	Stakeholders saw destination choice as a comparative decision rather than a response to the levy in isolation.
Current trading conditions	Submissions referred to cost pressures, weak confidence, seasonality and narrow margins.	Timing was treated as central to whether businesses could absorb additional change.
Price-sensitive domestic tourism	Family, touring, self-catering and short-break markets were highlighted.	Opposition was linked particularly to visitor groups thought to be sensitive to total trip cost.
Overnight versus day visitors	Concern that overnight guests would pay while day visitors could continue to use local infrastructure without the charge.	Fairness and targeting were significant components of the case against.
Wider visitor-economy effect	Reduced stays or spending were linked to shops, hospitality, attractions and suppliers.	Stakeholders framed risk as a supply-chain issue rather than an accommodation-only issue.

14.3 Administration, VAT and transaction structures

Administration was one of the strongest areas of overlap between the written evidence and the accommodation-provider meeting. PASC UK highlighted quarterly returns, the capacity of micro-businesses and the interaction between lower occupancy and the 182-day threshold. Other submissions raised platform commission, card or transaction charges, software costs, VAT treatment and responsibility for collection.

A representation from a prominent self catering company provides the clearest conditional example. It was not opposed to the levy in principle, but argued that agents and property owners should not become the parties effectively paying the charge because commission, VAT and technology charges are applied to the enlarged transaction value. Its concern was therefore with collection architecture and tax treatment rather than rejection of the principle itself.

Operational issue	Concern in the written record	What stakeholders sought
Platform / agency commission	Commission may be charged on the levy-inclusive booking value.	A collection structure that does not financially penalise agents or owners.
VAT and taxable turnover	Levy treatment could affect VAT liability or increase the effective cost.	Authoritative clarification and worked examples.
Transaction charges	Card, banking and software fees may rise with a larger transaction value.	A system that minimises unrecovered collection costs.
Micro-business capacity	Small operators may have limited systems and administrative support.	Simple procedures, clear guidance and proportionate returns.
182-day interaction	Small reductions in occupancy may affect eligibility for business-rate treatment.	Consideration of cumulative effects rather than the levy in isolation.

14.4 Campervans, touring accommodation and displacement concerns

HARPA's submission concentrated particularly on holiday parks, campsites, touring caravans, motorhomes and campervans. It argued that these forms of accommodation may be relatively price-sensitive and expressed concern that visitors could respond by shortening stays, choosing another destination or using unauthorised overnight locations.

HARPA also linked campervan displacement to public-space and environmental management. The submission described a risk of increased use of lay-bys, public car parks and other unsuitable locations, with possible litter, waste, environmental and enforcement consequences. These are stakeholder-identified risks and should be reported as such rather than as measured outcomes.

The written evidence therefore illustrates a recurring tension within the consultation: regulated providers may be asked to undertake formal collection and compliance while some informal or unauthorised stays are perceived as harder to control. This concern contributes to both the fairness and enforcement debate.

14.5 Supportive evidence: destination management and environmental quality

The clearest supportive case came from environmental, academic and destination-management perspectives. Eryri National Park Authority strongly supported the principle of a visitor levy, pointing to pressures on infrastructure, congestion, parking, paths, ranger services, biodiversity, litter, fly-camping and other visitor-management demands. It viewed additional income as a potential means of strengthening destination management.

Keep Wales Tidy's evidence emphasised the relationship between environmental quality and the visitor experience. Its response highlighted litter, cleanliness, public conveniences, parks, infrastructure and community activity as areas where additional income could support both visitors and local communities. It also highlighted the role of volunteer and community groups in maintaining public spaces.

These supportive submissions did not simply argue for revenue generation. They linked support to visible environmental and infrastructure outcomes and to the quality of the destination. Their case therefore aligns with the wider consultation finding that practical, observable improvements are central to acceptability.

Supportive perspective	Principal emphasis	Potential value identified
Eryri National Park Authority	Infrastructure, visitor pressure, environmental impacts and sustainable destination management.	Additional resources to manage visitor pressures and improve destination services.
Keep Wales Tidy	Litter, local environmental quality, public conveniences, parks and community activity.	Visible improvement in environmental quality for residents and visitors.
Bangor University	Governance, evidence, local accountability, better data and formal evaluation.	A levy designed around transparent institutions and stronger destination evidence.

14.6 Bangor University: governance, data and evaluation

Bangor University academics supported the principle of introducing a visitor levy on Ynys Môn but placed considerable emphasis on how it would be governed. Their written evidence argued that international experience suggests long-term legitimacy depends heavily on the way revenue is allocated, reinvested and scrutinised.

They highlighted the composition and role of any advisory or decision-making forum, meaningful involvement of communities and tourism businesses, transparency in expenditure, and formal monitoring and public reporting. They also argued for governance that combines local accountability with island-wide strategic coordination, recognising that visitor pressure and local priorities vary across places.

A further positive identified by the academics was the improved data that could arise from the accommodation register and levy returns. More detailed information on overnight stays, accommodation types, seasonality and spatial patterns could strengthen destination management. They recommended a formal programme of monitoring and evaluation from the outset.

14.7 Areas of convergence across positions

Despite the marked difference in overall stance, several themes converged across opposing, supportive and conditional submissions. Governance was the clearest. Business bodies wanted representation and reassurance about how money would be used; Bangor University emphasised transparent and place-sensitive governance; and a prominent self-catering provider wanted a collection method that protected intermediaries and owners.

Area of convergence	Opposing / conditional perspective	Supportive perspective
Governance	Concern about allocation, representation and trust.	Transparent institutions are necessary for legitimacy and effectiveness.
Additionality	Fear that income may replace existing expenditure.	Support is stronger where income produces identifiable additional benefit.
Business readiness	Opposing and conditional submissions identified unresolved concerns about systems, VAT, commission and administrative capacity.	Operational readiness is necessary for credible implementation.
Local accountability	Communities and businesses want visible return and influence.	Place-sensitive governance can improve legitimacy and effectiveness.
Monitoring	Opposing and conditional submissions called for monitoring of economic and operational risks.	Formal evaluation can test impacts and improve future decision-making.
Timing reflected in the evidence	Many opposing bodies argued current conditions were unsuitable.	Even supportive evidence emphasised design and governance before effective implementation.

14.8 Status and limitations of stakeholder evidence

Formal submissions frequently cited external research, industry surveys, economic estimates and comparisons with other destinations. These claims remain attributable stakeholder evidence unless independently verified within the report. They should not automatically be presented as Council findings or as settled forecasts of visitor behaviour.
The positions table also simplifies more nuanced submissions. 'Opposed' does not mean that an organisation rejected every possible use of levy income, while 'supportive' does not mean unconditional endorsement of any design. A response from a prominent self-catering company was explicitly mixed or conditional, and several opposing submissions nevertheless argued for strong representation and strict accounting if implementation proceeded.

14.9 Concluding assessment

The written stakeholder evidence was predominantly opposed in numerical terms, with nine of the 13 named positions recorded against the proposal. The organised business case focused on competitiveness, price-sensitive domestic tourism, current trading conditions, administration, VAT, platform costs, campervan displacement and confidence in allocation.

The supportive case was more strongly associated with destination management, environmental quality, infrastructure, improved data, local accountability and evaluation. The conditional evidence demonstrated that acceptance of the principle could coexist with substantial concern about who bears the practical and financial cost of collection.

The most important cross-position finding is therefore not unanimity on the levy itself, but convergence around the conditions for credible decision-making: transparent governance, meaningful representation, additionality, operational readiness, place-sensitive investment, monitoring and careful consideration of timing.

Source: analysis of named written stakeholder representations supplied to the Isle of Anglesey visitor levy consultation, including the compiled stakeholder response binder.

15. Promotion and communications review

The consultation was supported by a programme of public information and promotional activity across Council, destination, social-media and community channels. The Council published a dedicated consultation page, a launch news item and an earlier announcement making clear that no decision had been taken on whether Ynys Môn would introduce the visitor levy. The consultation also appeared through the Council's Have Your Say and residents-facing pages.

The available records indicate repeated bilingual promotion through Visit Anglesey and the Council's corporate social-media presence. This included promotion of the general consultation, the six community drop-in sessions and the sector-specific accommodation-provider meeting.

The communications activity should therefore be characterised as repeated, bilingual and multi-channel. However, visibility is not the same as reach, reach is not the same as engagement, and engagement is not the same as representative participation. The low attendance at several community sessions and concerns raised by accommodation providers show that the existence of multiple promotional channels did not automatically translate into broad in-person participation across all audiences.

Communication channel	Recorded activity	Audience / purpose
Dedicated consultation webpage	Central information page explaining the proposal and consultation route.	Provide an authoritative source and direct users to the survey.
Launch news item	Public announcement of the consultation.	Generate awareness at the start of the consultation period.
Prior 'no decision made' communication	Earlier announcement clarifying that the local decision had not been taken.	Help frame the exercise as consultation rather than notification of a predetermined outcome.
Have Your Say / residents pages	Consultation signposting through Council participation and resident-facing pages.	Reach residents and people already using Council information channels.
Visit Anglesey channels	Repeated bilingual promotion and event publicity.	Reach visitors, tourism businesses and destination audiences.
Council corporate social media	Repeated posts promoting the consultation and events.	Broad public awareness and digital signposting.
Local community groups	Sharing through Community Groups	Extend promotion into place-based community networks.
Direct sector email	Approximately 40 Anglesey accommodation providers contacted for the sector meeting.	Target businesses likely to act as levy collectors.

15.1 Bilingual and multi-channel delivery

The use of both Council and destination channels was appropriate to the breadth of the intended audience. A visitor levy affects not only residents but also accommodation providers, tourism businesses, visitors, community organisations and wider local interests. A single corporate channel would therefore have been unlikely to reach all relevant groups. Bilingual promotion also matters in an Ynys Môn context. Repetition across Welsh- and English-language channels increases the likelihood that people encounter information in their preferred language and supports the principle that participation should be accessible in either language.

15.2 Communication of an undecided policy position

A particularly important element of the communication record was the statement that no decision had yet been made. This is significant because a statutory or formal consultation needs to distinguish between explaining a proposal and presenting an outcome as already settled. The communication framing therefore formed part of the legitimacy of the exercise.

The distinction is also relevant to the content of the questionnaire and events. Respondents were being asked not only whether they supported or opposed the principle, but also about implementation, administration, governance and possible use of income. Clear communication that the local decision remained open was necessary if those questions were to be understood as contributing to a future decision rather than simply refining an inevitable scheme.

Communication objective	Why it mattered	Evidence of delivery
Explain that no local decision had been made	Reduce the risk that consultation was perceived as predetermined.	Prior announcement and consultation messaging explicitly framed the decision as open.
Explain the proposal	Participants needed enough information to form a view.	Dedicated webpage, launch material and consultation information.
Signpost the bilingual survey	The survey was the principal quantitative response route.	Council, Visit Anglesey and social-media promotion.
Promote in-person opportunities	Events allowed questions and qualitative discussion.	Posts and local-group sharing for drop-ins and sector meeting.
Reach prospective collectors	Accommodation providers face direct administrative responsibilities.	Direct email to approximately 40 providers and a dedicated sector meeting.

15.3 Community-level promotion

The event overview records that community drop-ins were promoted through Visit Anglesey and Isle of Anglesey County Council social-media channels and were also shared into local groups. This is useful evidence of an attempt to move beyond central communications and into existing community networks.

Local-group sharing can improve geographic relevance because people may be more likely to notice information distributed through a familiar place-based network than through a county-wide corporate account.

However, the attendance pattern shows that local sharing did not produce consistent turnout. Beaumaris attracted seven attendees, Amlwch six and Holyhead six, while Newborough and Menai Bridge attracted two each and Llangefni recorded none. The communications review should therefore distinguish promotional activity from demonstrable participation.

15.4 Sector-specific outreach

The sector-specific accommodation-provider meeting was advertised through Visit Anglesey and Council corporate channels and approximately 40 Anglesey-based providers were emailed directly. Seventeen accommodation providers attended. Direct contact therefore produced a substantially larger attendance than most of the general drop-ins, but participants nevertheless felt that the consultation had not reached enough of the accommodation sector.

Attendees specifically requested greater engagement with caravan parks and wider accommodation networks. They suggested a more comprehensive business directory and direct letters or other forms of targeted communication. This feedback is especially important because accommodation providers are not simply one stakeholder group among many: they would be responsible for collection and much of the customer-facing administration if a levy were introduced.

15.5 Visibility, reach and participation are different measures

The consultation demonstrates why communications performance should be considered through several distinct measures. Publication confirms that information existed; distribution indicates that it was placed into relevant channels; reach concerns how many intended recipients were exposed to it; engagement concerns whether people clicked, read, attended or otherwise interacted; and participation concerns whether they ultimately provided evidence.

Stage	What it measures	What the available evidence can show
Publication	Whether information was made publicly available.	Clearly evidenced through Council pages, news items and event material.
Distribution	Whether content was circulated through multiple channels.	Clearly evidenced through Visit Anglesey, Council social media, local groups and direct email.
Reach	How many people or businesses actually saw the content.	Not fully quantified in the supplied evidence because impression, email-delivery and audience-reach metrics are not provided.
Engagement	Whether people interacted with the content or attended events.	Partly evidenced through event attendance, but digital interaction metrics are not supplied.
Participation	Whether audiences submitted survey or qualitative evidence.	Demonstrated by the overall consultation response, but channel-specific conversion cannot be calculated from the supplied records.
Representativeness	Whether participation reflects the wider population or sector.	Cannot be assumed from open, self-selecting promotion and participation.

This distinction avoids two opposite errors. It would be wrong to conclude that promotion was absent simply because event attendance was low; the source material demonstrates repeated promotion. It would be equally wrong to conclude that communications successfully reached all parts of the sector simply because information was published in several places. The accommodation-provider feedback shows that some intended audiences still perceived a gap.

15.6 What low in-person attendance indicates

The six community drop-ins recorded 23 attendances in total, with one session attracting no attendees. In-person engagement was therefore a relatively small strand of a much wider consultation. Low attendance does not invalidate the events, because their value lies primarily in qualitative discussion, but it is relevant to the assessment of communications reach.

Several explanations are possible - timing, venue, awareness, preference for online participation, lack of interest in attending a public session, or reliance on other response routes - but the supplied evidence does not allow those explanations to be ranked. The defensible conclusion is simply that repeated promotion did not produce broad or even attendance across the six community sessions.

15.7 Separation of consultation questions

The consultation evidence shows that respondents could hold different positions on four distinct questions: the principle of introducing a levy; the timing of any introduction; the practical administration of collection; and the use and governance of income. This distinction is relevant when interpreting conditional or mixed responses.

For example, one holiday business stated that it was not opposed in principle but raised significant concerns about VAT, commission and transaction structures. Some participants at community events opposed introduction while still identifying useful investment priorities. These examples demonstrate that views on principle, timing, administration and spending were not always identical.

15.8 Gaps and engagement approaches identified in the evidence

The evidence highlighted gaps in systematic targeted outreach. Social-media promotion can support awareness but does not demonstrate coverage of a business population. A verified business directory was identified as one possible means of understanding accommodation providers by type and geography, checking contact information and identifying under-represented sectors.

Approach referenced in the evidence	Issue reflected in the evidence		Evidence or metric discussed
Verified accommodation and tourism business directory	A defined contact universe rather than reliance primarily on open social media.		Number of businesses by type and area; valid email/postal contacts; proportion contacted.
Direct letters and emails	Direct contact with identified providers.		Delivery / bounce rates, opens where available, follow-up contacts and responses.
Trade-body and network distribution	Use of trusted sector intermediaries to reach members.		Bodies contacted, membership reach, circulation dates and feedback received.
Caravan-park and holiday-park outreach	Additional contact with a sector identified as insufficiently reached.		Number of parks contacted, meetings held and submissions received.
Local community networks	Place-based dissemination beyond central corporate channels.		Groups contacted by area and dates of circulation.

Published digital reach metrics	Distinction between publication, exposure and engagement.		Impressions, clicks, video views, survey click-through and event registrations where available.
Reminder schedule	Repeated communication beyond launch publicity.		Dates and channels of repeated messages across the consultation period.
Accessible offline routes	Availability of non-digital participation routes.		Locations carrying printed material, copies distributed and paper responses returned.

15.9 Communications evidence themes

The communications evidence distinguishes between intended audiences and channels, distribution and reach, and participation. These measures provide different information about the extent to which consultation activity reached resident, business and accommodation audiences.

15.10 Limitations and concluding assessment

The communications review is limited by the records available. The evidence confirms publication through several Council and destination channels, local-group sharing and direct contact with approximately 40 accommodation providers. It does not provide a complete dataset of social-media impressions, unique users reached, email open rates, click-through rates or the proportion of survey responses generated by each channel.

Within those limits, the activity was demonstrably repeated, bilingual and multi-channel. It included central webpages, news material, social media, destination channels, local networks, event promotion and some direct sector contact. The principal weakness was not an absence of promotional activity but the inability to demonstrate broad and even reach across all intended audiences, particularly through in-person engagement.

The communications evidence identified a verified business directory, direct letters or emails, trade-body distribution, place-based community networks and reach metrics as possible ways of evidencing sector contact. Participants also associated clearer separation of principle, timing, administration and spending with more precise engagement.

Source basis: Isle of Anglesey consultation communication records described in the draft report, Community

16. Integrated interpretation: principle, timing and readiness

The evidence gathered through the survey, community drop-ins, the accommodation-provider meeting and written stakeholder representations points to a distinction between the principle of a visitor contribution and the readiness to implement a local levy at the present time. The consultation did not produce a single, uniform view. A substantial minority supported the levy, while opposition was the majority position overall and was particularly strong among businesses and visitors.

An integrated reading of the evidence is not limited to a simple binary conclusion. Respondents could recognise destination-management needs, identify practical investment priorities and support stronger local governance, while at the same time questioning the timing, economic effect, administrative burden and institutional readiness of implementation.

Dimension	Evidence supporting the principle	Evidence constraining implementation now
Overall public position	A substantial minority supported the levy; resident support was materially higher than business or visitor support.	Overall opposition was 70.8%, with 83.1% business opposition and 84.2% visitor opposition.
Destination needs	Respondents identified visible needs in public conveniences, cleanliness, transport, access, paths, environmental management and community facilities.	Concern remained that any benefits might be outweighed by economic or administrative costs.
Use of income	Respondents identified clear reinvestment priorities and linked them to transparency.	Risk that funds would not be used effectively was the most frequently selected negative concern.
Governance	Supportive evidence emphasised representation, ring-fencing, additionality and scrutiny.	Detailed governance arrangements and a Destination Anglesey Partnership or equivalent were not yet in place.
Business operation	Some stakeholders were open to the principle if collection was fair and proportionate.	Collectors raised systems, records, exemptions, refunds, VAT and enforcement concerns.
Evidence and learning	Academic evidence identified benefits from better data, monitoring and local accountability.	Stakeholders argued that timing and readiness should be tested before implementation.

16.1 Evidence supporting the principle

The case supporting the principle rests on more than the proportion of respondents who selected a supportive answer. Across the consultation, respondents from different positions repeatedly identified genuine pressures associated with managing a successful visitor destination. Even respondents who opposed introduction often identified practical areas where additional investment could be useful if a levy were introduced.

This distinction matters. Opposition to implementation does not mean that respondents believed no destination-management need exists. The consultation instead shows substantial agreement that public conveniences, cleanliness, access, transport, paths, environmental quality and local facilities matter to both visitors and residents.

16.2 A substantial minority supported the principle

Support was not the majority position overall, but it was sufficiently substantial to remain a meaningful part of the evidence. Resident opinion was notably more divided than the business or visitor results, with 38.1% of valid resident responses supportive compared with 12.1% among businesses and 11.6% among visitors.

This pattern indicates that acceptance varied according to relationship with the visitor economy. Residents were more likely than businesses or visitors to see a possible case for contribution towards local services and infrastructure, while prospective collectors and visitors were more likely to focus on direct cost, competitiveness and behavioural effects.

16.3 Investment priorities identified across positions

Respondents identified clear and practical reinvestment priorities. Public conveniences and cleanliness were the leading priority, followed by transport, parking and access, support for local businesses, paths and promenades, the natural environment and community facilities. These are visible forms of expenditure that can be linked directly to the visitor experience and to pressures experienced by local communities.

The presence of clear priorities does not itself imply support for the levy. It provides evidence about the types of expenditure respondents identified if income were raised, including areas that were mentioned by both supportive and opposing respondents.

Supportive and conditional evidence	Interpretive significance
Substantial minority support	Shows that opposition was not uniform across all respondents.
More divided resident opinion	Shows that local benefit and contribution arguments were present within part of the resident cohort.
Practical destination-management needs	Respondents identified substantive destination-management needs and potential areas for investment.
Clear spending priorities	Shows the types of transparent and visible expenditure respondents identified.
Academic support for better data	The accommodation register and levy returns could improve understanding of seasonality and spatial visitor patterns.
Environmental support	Supportive organisations linked the levy to public realm, environmental quality and visitor-management pressures.
Strong demand for governance	Shows areas of convergence around representation, transparency and scrutiny.

16.4 Governance as a recurring area of convergence

Governance is one of the strongest areas of convergence in the evidence. Respondents who supported the levy wanted transparent allocation and visible outcomes; respondents who opposed it often argued that, if it proceeded, accommodation providers and local communities must be represented and expenditure must be clearly ring-fenced.

This shared concern shows that the consultation debate extended beyond whether a levy should exist to questions about the institutions, safeguards and commitments respondents associated with confidence in its collection and use.

16.5 Evidence associated with opposition to implementation

The principal constraint is the scale of current opposition. Overall opposition was 70.8%. Among business respondents it rose to 83.1%, and among visitors to 84.2%. These figures indicate that the groups most directly involved in collection and payment were the least supportive cohorts.

The consultation did not record broad support for immediate implementation. This is reinforced by the qualitative evidence, where business and accommodation providers repeatedly raised operational, economic and compliance concerns.

Issue raised	Evidence from the consultation	Interpretive significance
Collector systems	Concerns about booking systems, guest records, exemptions, refunds and returns.	Providers linked confidence with clarity and testing of collection processes.
VAT and transaction treatment	Uncertainty around taxable turnover, commission and card/platform charges.	Stakeholders identified a perceived risk that unresolved treatment could transfer cost from visitors to agents or owners.
Enforcement	Questions about registration, penalties and consistency, including comparisons with illegal overnight campervan stays.	Participants linked perceived uneven enforcement with fairness and compliance confidence.
Business conditions	Seasonality, labour costs, VAT, the 182-day rule and other operating pressures were repeatedly cited.	The evidence shows that timing was judged cumulatively, not only against the levy rate.
Use of income	Risk of ineffective spending was the leading negative concern.	Respondents linked confidence with additionality, ring-fencing and visible outcomes.
Sector reach	Event attendance was low and accommodation providers questioned whether enough of the sector had been reached.	The evidence records uncertainty about how far engagement reflected different business types.
Governance	A representative Destination Anglesey Partnership or equivalent was not yet established.	Stakeholders repeatedly linked legitimacy with governance arrangements.

16.6 Operational readiness and collector confidence

Prospective collectors occupy a distinctive position because implementation would depend on their ability to identify liability, collect the charge, manage exemptions and refunds, keep records and complete returns. Strong opposition among businesses is therefore not only a political issue; it is also an operational risk.

The accommodation-provider meeting added detail to this concern. Providers questioned registration, penalties, enforcement, guest categories, exemptions and refunds, while written submissions raised commission, VAT and software or transaction costs. Participants associated greater confidence with tested workflows and authoritative guidance rather than high-level descriptions alone.

16.7 Timing and cumulative business pressure

Timing was repeatedly presented as an independent issue from principle. Businesses described the levy alongside seasonality, wages and National Insurance costs, VAT, the 182-day rule, energy and operating costs and wider regulatory change. This means that some opposition may relate specifically to the current economic and regulatory environment rather than to permanent rejection of any visitor contribution.

That distinction is relevant to interpretation because some respondents separated their view of the underlying principle from their view of timing, readiness and current confidence.
The conclusion about the current climate is derived primarily from the consultation evidence: businesses and stakeholders described seasonality, employment and operating costs, VAT, the 182-day rule and wider regulatory pressure as cumulative constraints. This report is not a standalone economic conditions assessment and does not independently establish whether those conditions have materially changed; that would require separate objective tourism, trading and cost evidence.

16.8 Acceptance, trust and operational readiness

Taken together, the evidence records limited acceptance, trust and operational confidence among several of the groups most directly affected by implementation. In this report, 'social licence' is used descriptively to refer to stakeholder acceptance, trust and confidence; it is not a statutory test.

Three recurring elements were confidence in fairness, confidence in the administrative burden on businesses, and confidence that income would be additional, transparent and visibly reinvested. The consultation indicates that confidence in these areas was limited across a number of directly affected groups.

Readiness condition	Current evidence	Arrangements identified in the evidence
Representative governance	Strong demand for representation, but detailed arrangements not yet established.	Respondents and stakeholders identified representative governance, including a Destination Anglesey Partnership or equivalent, with clarity on membership, powers and conflicts.
Ring-fencing and additionality	Mistrust about substitution for existing budgets remains material.	Respondents associated confidence with clarity on ring-fencing, baseline expenditure and transparent annual reporting.
Business administration	Significant concern about systems, records, exemptions, refunds and returns.	Providers raised the importance of workable processes, guidance, support and clarity on compliance.
VAT / platform clarity	Repeated uncertainty over taxable turnover, commission and transaction structures.	Stakeholders sought clarity and worked examples on VAT and platform treatment.
Economic monitoring	Strong concern about bookings, stay length and spending.	Monitoring and baseline indicators were identified as relevant to assessing economic effects.
Sector engagement	Accommodation providers questioned consultation reach.	Accommodation providers called for broader sector reach, including trade-body and accommodation-network engagement.
Local allocation	Strong demand for visible place-based benefit.	Respondents raised the importance of transparency about island-wide and local allocation.

16.9 Issues identified through the consultation

The consultation identified a number of matters that wouldrequire greater clarity on if the Levy where to be adopted.. These included governance, administrative processes, VAT and platform issues, sector reach, spending and additionality principles, and baseline information for monitoring.

The report records these matters as issues raised through the consultation rather than as a prescribed programme of action. Their significance lies in showing the areas in which respondents and stakeholders expressed uncertainty, concern or conditional support.

16.10 Integrated evidence summary

The integrated evidence is mixed. A majority opposed the levy, while a substantial minority and several supportive or conditional stakeholders identified destination-management needs and potential benefits relating to data, infrastructure, environmental quality and local accountability.

The evidence records substantial opposition, low collector confidence, cumulative business pressures, concern about the effective use of revenue, limited in-person

engagement and governance arrangements that were not yet fully developed at the time of consultation.
The consultation does not determine the Council's future policy position. It identifies the issues, evidence gaps and areas of concern that were raised by respondents and stakeholders and that may be relevant to any future consideration.

Source basis: integrated synthesis of Sections 4-15 of the Anglesey Visitor Levy consultation analysis.

17. Sensitivity and limitations

The consultation provides a substantial body of evidence on submitted views, the reasons underlying those views and the practical issues that respondents and stakeholders considered important. It should, however, be interpreted within the limitations of an open public consultation. The survey was self-selecting rather than based on a statistically representative sample, and the findings therefore describe the people and organisations who chose to participate rather than the wider population of Ynys Môn, its complete business base or the visitor market as a whole.

The respondent cohorts also overlap. Individuals could identify with more than one relationship to the island, for example as a resident, business owner, worker or visitor. Cohort totals therefore cannot be added together to create a unique population total, and valid denominators vary between questions because not every respondent answered every item. Percentages should consequently be read against the stated valid-response base for each question.

Limitation	Implication for interpretation
Self-selecting survey	The results establish the balance of submitted views, not a population-weighted estimate of opinion across Ynys Môn.
Overlapping cohorts	Resident, business and visitor findings may include some of the same respondents.
Variable valid totals	Question-level percentages use different denominators where items were skipped or routing applied.
Stated visitor behaviour	Intentions about visiting, stay length or accommodation location are not observed future behaviour.
Low event attendance	Drop-ins provide qualitative depth but cannot establish the prevalence of local opinion.
Written representations	Organisations differ in membership, mandate, evidential method and degree of representation.
External forecasts and claims	Stakeholder figures remain attributable unless independently verified.
Communications evidence	The review is based on searchable public records and supplied material, not complete reach and conversion analytics.

17.1 Behavioural and economic sensitivity

Particular care is required when interpreting stated visitor behaviour. Many visitor respondents said the levy could affect whether they visited, how long they stayed or where they booked accommodation, but these responses were hypothetical and collected before implementation. They identify perceived behavioural risk and are useful for monitoring and scenario planning, but they are not forecasts of the number of visits, nights or pounds of expenditure that would actually be lost.

The same principle applies to economic forecasts contained in written stakeholder submissions. Several organisations cited modelling, survey evidence and comparisons with other destinations, while supportive stakeholders drew on international experience and environmental or destination-management evidence. Unless separately verified, such figures should remain clearly attributed to the organisation that supplied them. The report can record the strength and recurrence of these arguments without treating contested estimates as established fact.

17.2 Qualitative evidence and consultation events

The community drop-ins and accommodation-provider meeting add important explanatory evidence because they show how participants linked the levy to business conditions, governance, local investment, administration and visitor behaviour. Their value lies in depth rather than representativeness. Attendance at the six community drop-ins was low and uneven, including one session with no attendees, so individual sessions should not be interpreted as reliable measures of opinion within the host settlement.

Written submissions should similarly be understood according to their source. A response from a trade body, town council, academic institution, environmental organisation or individual business may carry specialist or representative value, but these submissions are not directly comparable in scale or mandate. They are therefore used to identify arguments, conditions, evidence and areas of convergence rather than being given artificial statistical weight.

17.3 Communications review

The communications review confirms repeated bilingual promotion through Council, Visit Anglesey, community and direct business channels, but the available evidence does not provide a complete audit of reach. It does not include comprehensive social-media impression data, unique-user figures, email open rates, click-through rates or a full channel-by-channel record of how respondents entered the consultation. The review can therefore assess the presence and variety of promotional activity, and compare this with recorded participation and sector feedback, but cannot calculate precise communications reach or conversion.

17.4 Overall interpretation

These limitations do not remove the significance of the findings. The consultation provides a clear record of the balance of submitted views and, through the qualitative evidence, the reasons behind support, opposition and conditional positions. The strength of opposition among business and visitor respondents, the more divided resident response, repeated concerns about administration and trust, and convergence around governance and visible reinvestment remain important findings.

The limitations should also be considered cumulatively. No single issue invalidates the consultation, but several affect the degree of certainty that can be attached to particular conclusions. The closed survey questions provide the strongest evidence on the balance of submitted opinion; qualitative comments explain the reasoning behind those positions; events and stakeholder submissions add operational and specialist detail; and the communications review helps assess how the consultation was promoted. The evidential weight of each stream therefore differs, and the report has deliberately avoided treating qualitative frequency, stakeholder mandate and numerical survey responses as interchangeable.

For decision-making purposes, the most robust findings are those that recur across more than one evidence stream. Examples include concern about administration and business capacity, mistrust over how revenue would be allocated, demand for clear governance and local representation, and the identification of practical reinvestment priorities. Where survey findings, event evidence and written representations point in the same direction, confidence in the existence of the issue is stronger, even though the consultation still cannot quantify its future economic effect with precision.

They do, however, define how the report should be used. It is best understood as an evidence-based record of consultation responses, stakeholder reasoning, operational concerns and readiness issues. It should not be treated as a representative referendum on the island population, a precise prediction of future visitor behaviour or a definitive economic impact assessment. The consultation itself does not provide updated economic data, tested administrative arrangements or evidence of the actual effects of implementation.

18. Final conclusions

The consultation generated a substantial and varied evidence base, led by a large bilingual survey and supplemented by community drop-ins, a dedicated accommodation-provider meeting, written stakeholder representations, geographic analysis and a review of promotion and communications.

Taken together, these sources provide a detailed record of the balance of submitted views, the reasons behind those views and the practical conditions that respondents and stakeholders considered important to any future local decision.

The clearest headline finding is that the consultation was opposition-led. Overall opposition was 70.8% among valid responses, rising to 83.1% among businesses and 84.2% among visitors. Resident opinion was more divided, with 57.8% opposed and 38.1% supportive. The strength of opposition among businesses, accommodation providers and visitors is particularly significant because these groups would be most directly affected by collection, payment and possible changes in visitor behaviour.

Final finding	What the evidence shows	Overall interpretation
Overall public position	A clear majority opposed immediate introduction.	Opposition was the majority submitted position.
Resident position	Residents were substantially more divided than businesses or visitors.	Resident opinion was more divided than business or visitor opinion, although opposition remained the largest position.
Business and collector confidence	Strong opposition and detailed concerns about systems, VAT, administration, compliance and enforcement.	Business respondents raised substantial operational and administrative concerns.
Visitor response	Strong opposition and substantial stated sensitivity around destination choice, stay length and accommodation location.	Visitor respondents reported substantial stated behavioural sensitivity; these responses are not forecasts.
Governance and trust	Clear governance, additionality, ring-fencing, representation and scrutiny were recurrent concerns.	Governance and trust were recurring cross-cutting themes.

Reinvestment priorities	Respondents identified practical and visible priorities for any future income.	Respondents identified practical and visible priorities for hypothetical future income.
Stakeholder evidence	Tourism interests were predominantly opposed; academic and environmental stakeholders identified a supportive or conditional case.	Stakeholder positions differed, with areas of convergence around governance, operational issues and accountability.

18.1 Evidence associated with opposition to immediate implementation

The case against immediate implementation is cumulative. It does not rest on one concern or one respondent group. Businesses described a difficult operating environment shaped by seasonality, labour costs, VAT, the 182-day rule, energy and other operating pressures. Accommodation providers added practical concerns about registration, guest records, exemptions, refunds, booking systems, penalties, enforcement and the treatment of transactions through agencies and platforms.

Visitors also recorded strong opposition and many stated that a levy could influence whether they visited, how long they stayed or where they booked accommodation. These responses cannot be converted directly into forecasts of lost visits or expenditure, but they identify a material perceived risk relevant to any future monitoring or assessment.

Trust is an equally important constraint. The most frequently selected negative concern was that funds might not be used effectively. Respondents questioned ring-fencing, additionality, administrative deductions, geographic fairness and the possibility that levy income could replace existing expenditure rather than generate visible new benefit. This means the challenge is not simply one of explaining the charge. It is also a question of whether the institutions managing the income are considered credible.

18.2 Evidence associated with support and conditional support

A substantial minority supported the levy, resident opinion was more balanced than business or visitor opinion, and respondents across viewpoints repeatedly identified destination-management needs. These findings describe the supportive and conditional strand of evidence alongside the majority opposition recorded overall.

Public conveniences and cleanliness were the leading reinvestment priority, followed by transport, parking and access, support for local businesses, paths and promenades, the natural environment and community facilities. These priorities are practical, visible and closely connected to the everyday experience of residents and visitors. Their identification does not imply endorsement of the levy, but it demonstrates that respondents could envisage areas where additional visitor-related investment might be beneficial.

Supportive and conditional stakeholder submissions highlighted potential benefits including better tourism data, stronger local accountability and formal evaluation. Environmental stakeholders identified pressures on infrastructure, public spaces, litter, biodiversity and other aspects of destination quality. Conditional business evidence showed that some organisations were open to the principle provided that owners and intermediaries were not financially penalised by commission, VAT or transaction structures.

18.3 Governance, transparency and local accountability

Governance is the clearest area in which opposing, supportive and conditional views converge. Respondents wanted meaningful representation from accommodation providers, tourism businesses, residents and community groups. They also wanted clear rules for decision-making, conflicts of interest, reporting and scrutiny. A Destination Anglesey Partnership, or an equivalent body, was identified by some participants and stakeholders as one possible governance structure.

Respondents and stakeholders associated confidence in ring-fencing and additionality with published baseline destination-related expenditure, separate accounting of levy income, visibility of administrative costs and reporting that connects gross income, deductions, geographic allocation, funded projects and outcomes.
The geographic evidence indicates that respondents considered accountability at both island-wide and local levels. Ynys Môn is a coherent destination, but visitor pressure and local priorities differ between places. The consultation recorded demand for both strategic island-wide consideration and visible place-based benefit.

18.4 Timing, readiness and social licence

The consultation indicates that timing and principle are not the same question. Some respondents opposed the levy because they considered the current economic environment unsuitable, while others were open to the principle but wanted clearer governance, administrative design or spending arrangements first. "The consultation indicates that respondents distinguished between the principle of a visitor levy, the timing of its introduction and the practical arrangements associated with implementation. The evidence records limited acceptance and operational confidence among several directly affected groups at the time of the consultation.".

For present purposes, social licence is used descriptively to refer to acceptance, trust and willingness to cooperate among affected groups; it is not a statutory test. Participants linked workable implementation to businesses understanding the rules, having confidence in collection systems and being able to explain to customers how income would be used.

19. Overall evidence conclusion

The consultation recorded a clear majority against introduction of the visitor levy among those who responded, with opposition particularly pronounced among businesses, accommodation providers and visitors. It also identified concerns about timing, cumulative business pressure, administration, VAT, enforcement, competitiveness, fairness and confidence in how revenue would be governed and spent.

Alongside this majority opposition, a substantial minority of respondents and several supportive or conditional stakeholders identified potential benefits associated with additional investment, destination management, environmental quality, improved data and local accountability. Respondents also identified practical priorities for hypothetical future income.

There was considerable convergence around governance and transparency despite differences in overall position. Respondents across different viewpoints raised the importance of additionality, representation, visible local benefit, clear financial reporting and monitoring. The consultation also identified unresolved operational questions for accommodation providers.

The evidence does not determine whether the Council should introduce, defer or reject a visitor levy. That is a policy decision for the Council. This report provides an evidence base on the balance of submitted views, the reasons for those views and the practical considerations identified through the consultation.

CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Cygnor Sir Ynys Môn / Isle of Anglesey County Council
cyngormon / angleseycouncil
cyngormon / angleseycouncil
cyngormon

Equality Impact Assessment of the Visitor Levy

ynysmon.llyw.cymru anglesey.gov.wales

Contents

1 Introduction

1.1 This Equality Impact Assessment (EQIA) considers the potential equality impacts related to Isle of Anglesey County Council imposing a visitor levy. This document provides information to the Isle of Anglesey County Council to support their consideration of imposing a visitor levy with regard to its Public Sector Equality Duty (PSED).

Overview of the Visitor Levy

1.2 The Visitor Accommodation (Register and Levy) Etc. (Wales) Act 2025 (the '2025 Act') gives councils in Wales the choice to introduce a charge on overnight stays. Known as a 'visitor levy', councils can choose to introduce the levy in their area from April 2027.

1.3 The levy is chargeable at two separate rates:

- Campsite pitches and shared rooms (hostels and dormitories): 75p per person, per night
- All other types of visitor accommodation: £1.30 per person, per night

1.4 There are exemptions[1]; Visitors will not pay the visitor levy if they are:

- under 18 years of age and staying on a campsite pitch or in shared rooms (such as a hostel or a dormitories)
- staying for more than 31 nights in a single booking
- in emergency or temporary housing arranged by the local council

1.5 The funds from the levy will be reinvested for the purposes of destination management and improvement in the area. Section 44 of the 2025 Act stipulates that councils must use the proceeds of the levy for:

- mitigating the impact of visitors;
- maintaining and promoting use of the Welsh language;
- promoting and supporting the sustainable economic growth of tourism and other kinds of travel;
- providing, maintaining and improving infrastructure, facilities and services for use by visitors (whether or not they are also for use by local people).

Purpose of this Equality Impact Assessment

1.6 In considering whether to impose a visitor levy, Isle of Anglesey County Council is required to consider potential equality effects that may relate to the protected characteristics under the

[1] The visitor levy: a small contribution for a lasting legacy. Available here

2010 Equality Act (the '2010 Act').[2] The purpose of this EQIA is to provide information to assist the council in its role as the local authority when discharging its PSED.

1.7 **Section 2** of this report provides context by setting out the legislative context and explains the methodology applied in this EQIA, considering both disproportionate and differential effects.

1.8 The Welsh Government has already conducted an EQIA of imposing a visitor levy across Wales.[3] **Section 3** summarises the findings of this EQIA.

1.9 **Section 4** looks at the effect of imposing a visitor levy in Anglesey and the potential ways in which these effects may interact with protected characteristics.

1.10 A separate Economic Impact Assessment has been conducted – this is cross-referenced where relevant in this EQIA.

[2] The Equality Act 2010.
[3] Welsh Government, 2025. Visitor Accommodation (Register and Levy) Etc. (Wales) Act 2025: Equality Impact Assessment here

2 Legislative Context

2.1 The 2010 Act forms the basis of anti-discrimination law in Great Britain. Section 4 of the 2010 Act defines various protected characteristics which are covered by the Act:

- Age;
- Disability;
- Gender reassignment;
- Marriage and civil partnership;
- Pregnancy and maternity;
- Race;
- Religion and belief;
- Sex
- Sexual orientation

2.2 The 2010 Act requires authorities to have due regard to equality considerations when exercising their functions. This Public Sector Equality Duty (PSED) requires public authorities to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other that is prohibited by or under this Act:
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and those that do not share it.

2.3 The need to advance equality of opportunity includes the need to (as set out in Section 149 (3) of the 2010 Act):

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

3 Methodology

Approach

3.1 All interventions will have a range of impacts, with potentially both positive and negative impacts.

3.2 Everyone affected by an intervention will have some protected characteristics as defined by the 2010 Act, and there will be varying degrees of intersectionality (such as age, race and sex), and people will not all be equally affected. That does not however, necessarily constitute an equality effect.

3.3 To identify which effects are relevant to equality considerations, equality assessments distinguish equality effects as those that have either a disproportionate or differential effect upon persons who share a relevant protected characteristic compared to persons who do not share it, as explained below:

- **Disproportionate**: there may be a disproportionate equality effect where people with a particular protected characteristic make up a greater proportion of those affected than in the wider population.
- **Differential**: there may be a differential equality effect where people with a protected characteristic are affected differentially to the general population as a result of vulnerabilities or restrictions they face because of that protected characteristic.

3.4 The scale and significance of such impacts cannot always be quantified. Therefore, the consideration of equality effects includes a descriptive analysis of the potential impacts and identifying whether such impacts are adverse or beneficial.

3.5 Equality effects are complex and impacts are difficult to accurately and comprehensively predict. People's protected characteristics are personal and not always known, and not all of the people who will live near, work in or visit the area in future are already there today. For this reason, the EQIA can only consider effects that can reasonably be foreseen.

3.6 Any decision taken by a public body may involve a need to consider and balance a range of both positive and negative effects of different types. There may be reasonable mitigation measures that can eliminate or reduce some disproportionate or differential equality effects, but some impacts may not always be avoidable.

Scope of Assessment

3.7 The main objective of an EQIA is to provide IACC with information, with regard to their impact on the protected characteristics identified in the 2010 Equality Act, to inform their decision making.

3.8 There are three broad groups of people who may be affected by the visitor levy:

- Those who are (or may be in the future) employed in tourism jobs (or related sectors) whose employment may be affected by the introduction of the levy – this equally applies to business owners who may be affected.

- Those who live in the area who may be affected by the introduction of the levy – through change in visitor numbers and / or who benefit from the investment of the levy spending

- Visitors (or others who are staying overnight) who are required to pay the levy

3.9 Within these groups there will be people with different protected characteristics and there will be varying degrees of intersectionality.

3.10 The starting point for the assessment is the Welsh Government all-Wales level EQIA[4] (WG EQIA), including the assessment, consultation / engagement and mitigation. We then consider whether there are any Anglesey specific characteristics that may alter the findings of the WGIA and lead to disproportionate or differential effects.

[4] Welsh Government, 2025. Visitor Accommodation (Register and Levy) Etc. (Wales) Act 2025: Equality Impact Assessment here

4 Summary of the Welsh Government national level EQIA

4.1 The WG EQIA draws on a range of statistical data and figures on all protected characteristics and engagement with stakeholders including charities, disability groups and faith organisations to identify and (where possible) mitigate potential negative equality impacts.

4.2 The WG EQIA states that:

> ***'The overall aim of the levy is to generate additional revenue for local authorities that choose to use a levy and it is not expected there are "direct" impacts on those with protected characteristics.'***

4.3 The assessment identified that a visitor levy will affect local authorities, visitors, local residents and businesses where a levy is implemented, either directly or indirectly. A 'direct impact' of the visitor levy was defined as any potential impact of having to pay or charging the levy. An 'indirect impact' was defined as potential impacts due to the existence of a levy.

4.4 The WG EQIA acknowledges that existing research on the impacts of introducing a visitor levy on protected characteristics is limited so uses qualitative information and some data to make inferences as to potential "indirect" impacts. The same caveats apply to the local assessment.

Overall position on refunds and exemptions

4.5 From the formal consultation, those in favour of applying exemptions to certain groups typically did so on the basis that:

4.5.1 exemptions should be applied to promote fairness and equality of outcome by supporting groups with protected characteristics, and

4.5.2 that certain groups should not be classified as visitors and therefore, should not be imposed upon a levy.

4.6 Those who disagreed with applying exemptions, did so on the basis that exemptions could introduce complexities, increase administrative burden for tax authorities and visitor accommodation providers, and could be unfair since all visitors benefit from the visitor services and infrastructure.

4.7 Ultimately, Welsh Government is clear that there needs to be a clear policy basis for a reduced rate or exemption based on protected characteristics. The approach is therefore to minimise the use of exemption but use a lower levy rate.

4.8 To ensure a level of progressivity is met and those on lower incomes are not dissuaded or unable to meet the extra costs associated with the levy, there are two rates set out in the Bill a lower rate for hostels and campsites and a higher rate for all other visitor accommodation.

4.9 The Welsh Ministers can assess and revise the visitor levy rates that are set in legislation should adverse impacts materialise.

4.10 Exemptions are made for the following groups and situations:

- Overnight stays at a gypsy and traveller site
- Home office arranged stays as part of their statutory obligations.
- Local authority arranged emergency stays in visitor accommodation as part of their duties under the Housing Act (Wales) 2014.
- Ministry of Justice arranged stays as part of their statutory obligations.
- Those under the age of 18 are not included in the calculable charge for lower-rated stays.

4.11 Similarly, refunds are available in cases where it is not possible to provide an exemption, such as:

- Stays related to temporary emergency housing arranged by charitable organisations in visitor accommodation on behalf of homeless people including those fleeing domestic abuse and asylum seekers.
- Disabled persons in receipt of a qualifying disability benefit who has paid visitor levy whilst staying in visitor accommodation and who are accompanied by a carer.
- Stays where there is a risk to the health, safety or welfare if an individual stayed at their sole or main residence (for example stays arranged by charities for vulnerable persons or where fire, flood or other disaster has rendered a property uninhabitable or where emergency services have advised not to stay at the property for such reasons).

4.12 As part of the consultation process, Welsh government officials engaged with policy teams in Welsh Government and the third sector to gain a better understanding of the lived experiences of vulnerable groups requiring visitor accommodation.

4.13 As a result of this engagement, the following actions were undertaken with respect to exemptions and refunds:

- Exemptions:
  - Making clear in the 2025 Act, the types of stays in visitor accommodation not subject to a visitor levy to ensure policy aims are realised
  - Ability to introduce new, modify or remove exemptions should there be emerging evidence of any disproportionate impact.
- Refunds – ability to add to the list of scenarios in which a refund may apply, should emerging evidence suggest so.

Protected characteristics

4.14 Table 4-1 below summarises the impact on each protected characteristic and measures to mitigate the impacts in the WG EQIA.

Table 4-1: Impact on protected characteristics – WG EQIA

Protected characteristic	Potential Impact	Mitigation
Age	No direct negative or positive impacts. Some secondary impacts identified for children and young people. The ability to pay a levy may affect those with lower incomes, e.g. younger or lower people differently.	Under 18s are excluded from the levy for lower-rated stays.
Disability	It could be construed as indirect discrimination to apply a visitor levy to carers accompanying a disabled person requiring care as part of their visit. This is because disabled persons requiring a carer would potentially face additional costs due to the levy applying to the carer, should those additional costs be incurred by the disabled person.	Refund mechanism for persons in receipt of a disability benefit who are accompanied by a person providing care, support or assistance.
Gender reassignment	No direct negative impact.	Stays in private hospitals (e.g. as part of a person's gender reassignment process) are exempt from a levy.
Marriage and civil partnership	No direct negative impact	
Pregnancy and maternity	No direct negative impact.	
Race	No direct negative impact	Gypsy, Roma and Travellers sites provided by a local authority or registered social landlord are exempt from a levy. Exemptions / refunds are available for vulnerable groups, e.g. asylum seekers and those fleeing domestic abuse
Religion and belief	No direct negative impact. The levy may affect affordability for religious tourism but free accommodation is exempt.	The Welsh Revenue Authority (WRA) will offer non-digital processes to accommodate those whose faith may restrict digital engagement.

Protected characteristic	Potential Impact	Mitigation
		Free accommodation exempt from a levy and stays in lower rated accommodation have a lower levy charge. Revenue generated from the levy could be used for the preservation and maintenance of religious sites.
Sex	No direct negative impact.	
Sexual orientation	No direct negative impact.	

4.15 As a result of the stakeholder engagement, additional mitigation measures that will be implemented include:

- Local authorities publishing a report on the amount of revenue generated and how the revenue has been / will be used for the purposes of destination and improvement in the local area where it is spent (reflected in Section 45 of the 2025 Act)
- Welsh Ministers carrying out a review of the operation and effect of the 2025 Act and publishing a review on a 5-year cycle (reflected in Section 63 of the 2025 Act)
- Monitoring the use of data such as Visit Wales surveys, the Tourism Barometer and engagement with local authorities and businesses.
- WRA monitoring and reviewing the effectiveness of levy administration through engagement with local authorities and businesses and reporting on the amount of revenues collected.

4.16 The findings of this national level assessment and the mitigation measures are considered below where appropriate.

5 Local equality impact assessment

5.1 The following section provides baseline data on the demographics of the local population and visitors with respect to the protected characteristics as defined by the 2010 Act where available data exists. It also provides a comparison against baseline demographic data for Wales with respect to the protected characteristics.

5.2 Consultation with stakeholders is forecast to commence in early 2026. Comments through the consultation process will inform the next stage of the EQIA (as appropriate).

5.3 Mitigation measures and recommendations set out within the EQIA draw upon those presented in the WG EQIA already conducted by the Welsh Government of imposing a levy across Wales and those mentioned in the 2025 Act.

Protected Characteristics

Age

5.4 The potential impact with respect to age is considered for:

- Visitors
- Local population in terms of employment

Visitors

5.5 The WG EQIA noted that 'It may be that those at ages typically associated with lower incomes (for instance, younger people), are less able to afford the extra cost of visitor accommodation'.

5.6 Those under the age of 18 staying in lower rated stays are not required to pay the levy for lower rated stays. This will help mitigate any potential negative effects on young people as they may be more likely to stay in lower rated visitor accommodation (although the WG EQIA notes that there is no data to confirm this assertion).

5.7 The WG EQIA also notes that extra costs might not discourage those earning less to go on holiday, but it might alter behaviour in other ways, such as staying for a shorter period or spending less.

5.8 The WG EQIA does not specifically consider the potential impact on older people.

5.9

5.10 While interpreting the table, it should be noted that:

- The Anglesey visitor age profile is from 2019, whereas the all-Wales visitor age profile is from 2024 – this is due to availability of Anglesey level data.
- The Anglesey visitor age profile is across both day and overnight visitors whereas the all-Wales visitor age profile is for domestic overnight visitors

5.11 Table 5-1 below shows the age distribution of visitors to Anglesey and Wales. There appears to be a smaller proportion of younger visitors to Anglesey than to Wales and a larger population of older people (although the data is not like for like).

5.12 While interpreting the table, it should be noted that:

- The Anglesey visitor age profile is from 2019, whereas the all-Wales visitor age profile is from 2024 – this is due to availability of Anglesey level data.
- The Anglesey visitor age profile is across both day and overnight visitors whereas the all-Wales visitor age profile is for domestic overnight visitors

Table 5-1: Age profile of visitors

	16 – 24	25 – 34	35 – 44	45 – 54	55 – 64	65+
Anglesey (% of visitors)[5]	16	14	15	20	18	17
Wales (% of trips)[6]	20	27	19	13	13*	7*

Note: where a figure is followed with a single asterisk, the base size is below 100 and the figure should be treated as indicative.

5.13 The extent to which there is likely to be a differential impact on young people is (in part) mitigated by the exemption for under-18s from the lower band of the Levy. There does not appear to be a disproportionate impact (as the data suggests there are fewer young Welsh visitors to Anglesey than Wales as a whole).

5.14 There higher proportion of older visitors to Anglesey could lead to disproportionate impact as a result adverse impact of the increase in the cost of the trip. On the other hand, the WG EQIA also notes the following benefits, which is relevant to visitors and residents (emphasis added):

5.14.1 'The additional revenue could also indirectly benefit older and younger residents by improving the overall quality of life in the community, should the funds be used to enhance infrastructure, making the destination more accessible for more people'.

5.14.2 'The funds could also support cultural preservation efforts, which could help to protect and promote local heritage and traditions, benefiting older people who may have a deeper connection to these cultural elements12, and conversely younger people by maintaining or creating new facilities for younger generations to use'.

Employment

5.15 The WG EQIA notes that those employed in tourism often have jobs that are more insecure, i.e. part-time working or spending less time working for the same employer. Additionally, those employed in tourism are generally younger.

5.16 The WG EQIA also draws on the national level economic impact assessment and notes the impact of a visitor levy on employment as being between +100 FTE jobs to around -400 FTE jobs.

[5] Wales Visitor Survey 2019 for Isle of Anglesey County Council
[6] Domestic GB tourism statistics (overnight trips): annual report 2024. Available here

The range arises due to the uncertainty in the extent to which a downturn in demand for tourism services will be offset by expenditure of visitor levy revenues.

5.17 The equivalent number for Anglesey is between -31 and +7 FTE jobs (refer to the Economic Impact Assessment for more data). Any loss of jobs could be felt disproportionately by young people.

5.18 The WG EQIA noted that 38% of tourism workers were aged between 16-29 in 2022 across Wales. More recent data shows that over the period Oct 2024 – Sept 2025, 25% of Welsh residents worked in the Distribution, hotels and restaurants sector were aged between 16-24.[7] This compares to 27% in Anglesey. There are particularly high proportion of people ages 16-19 (15%) working in the sector in Anglesey, compared to the Welsh average (10%).

Table 5-2: Employment by age (Distribution, hotels and restaurants) – resident (Oct 2024 – Sept 2025) [8]

Age group	Anglesey		Wales	
16 – 19	900	15%	23,700	10%
20 – 24	700	12%	35,300	15%
25 – 49	2,200	37%	104,800	45%
50+	2,100	36%	67,000	29%
Total	**5,900**	**100%**	**230,800**	**100%**

5.19 While there could be a disproportionate effect (due to higher likelihood of young people being employed in the tourism sector), the magnitude of any negative effect is likely to be very small – there are is a maximum reduction of 31 jobs, equivalent to loss of -0.17% of employment in Anglesey, and that is a worst case scenario. There could also be a positive effect (estimated of up to 7 jobs).

5.20 The WG EQIA also notes that 'should the additional revenue raised stimulate improvements to the local infrastructure and services, this could see an increase in visitors to the area, spurring more employment opportunities in the tourism sector'.

Age overall

5.21 WG concludes there are 'nil' potential direct impacts with regard to Age once mitigation (including the under-18 exemption for lower bound accommodation) is taken into account. It is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA.

[7] Office for National Statistics. Annual Population Survey
[8] *Ibid*

5.22 There are possible impacts related to a higher proportion of older visitors to Anglesey, and a young workforce, but any impacts of the levy are likely to be small – and will to some extent be offset by the spending of the levy.

5.23 A further assessment of the likely impact on younger or older people could be carried out once further information is available on how the fund will be spent.

Sex

5.24 The potential impact with respect to sex is considered for:

- Visitors
- Local population in terms of employment

Visitors

5.25 Provisions in the 2025 Act apply to all visitors staying in overnight visitor accommodation that is not their usual place of residence, and do not make any distinction based on sex.

5.26 The WG EQIA notes that studies have reported men being more amenable to paying a visitor levy - this may be due to the interaction of gender and income, where women have lower incomes on average than men

5.27 Table 5-3 below shows that there are similar proportions of female and male visitors visiting Anglesey and Wales whole (although the data is not like for like) and in both cases there is a larger proportion of female visitors. While interpreting the table above, there are a few points to note:

- The Anglesey visitor sex profile is from 2019, whereas the all-Wales visitor sex profile is from 2024.
- The Anglesey visitor sex profile is across both day and overnight visitors whereas the all-Wales visitor sex profile is for domestic overnight visitors.

Table 5-3: Visitor distribution by sex

	Anglesey[9]	Wales[10]
Female	60%	59%
Male	40%	40%
All persons	**100%**	**100%**

NB that percentages may not sum to 100% due to rounding

5.28 The WG EQIA also notes that surveys suggest that:

- A majority (58%) of respondents agreed that tourists should contribute towards the costs of maintaining and investing in the destinations they stay in. Very few (13%) disagreed

[9] Wales Visitor Survey 2019 for Isle of Anglesey County Council
[10] Domestic GB tourism statistics (overnight trips): annual report 2024. Available here

- There was agreement that tourists should contribute to maintaining and investing in destinations and this correlates strongly with social grade and 'financial means'

5.29 WG concludes there are 'nil' potential direct impacts with regard to Sex. There are no Anglesey specific characteristics that would change the findings of the WG EQIA.

Employment

5.30 In terms of employment, The WG EQIA also notes that across Europe, the share of women in the tourism workforce is also often higher. However, Table 5-4 below shows that the employment in Distribution, Hotels and Restaurants is roughly evenly split between men and women in both Anglesey and Wales.

Table 5-4: Employment by sex (Distribution, Hotels and Restaurants)[11]

	Anglesey	Wales
Female	3,085 (50%)	132,116 (49%)
Male	3,062 (50%)	137,360 (51%)
All persons	**6,147 (100%)**	**269,476 (100%)**

5.31 It is not anticipated that there would be a disproportionate or differential impact in Anglesey as a result of the levy on females (or males) working in the tourist sector.

Marriage and Civil Partnership

5.32 Provisions in the 2025 Act are not expected to have any impact on marriage and civil partnership characteristic. Overnight visitor accommodation for weddings / civil partnership ceremonies will be subject to a levy.

5.33 WG concludes there are 'nil' potential direct impacts with regard to Marriage and Civil Partnership. It is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA.

Gender Reassignment

5.34 Provisions of the 2025 Act apply to all visitors staying in overnight visitor accommodation that is not their usual place of residence, do not make distinction based on gender reassignment.

5.35 However, consideration in the 2025 Act is given to those requiring medical treatment for gender reassignment process and hospital stays do not get charged a levy.

5.36 WG concludes there are 'nil' potential direct impacts with regard to Gender reassignment. It is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA.

[11] Office for National Statistics. Census 2021

Sexual Orientation

5.37 Provisions in the 2025 Act apply to all visitors staying in overnight visitor accommodation that is not their usual place of residence, do not make distinction based on sexual orientation.

Visitors

5.38 Evidence suggests that 10% of trips taken to Wales were undertaken by LGBTQ+ visitors from January to December 2024.[12] The WG EQIA notes that there is no evidence to suggest that visitors with this sexual orientation characteristics would be disadvantaged through the provisions of the 2025 Act. The equivalent data for Anglesey is presently unavailable.

Employment

5.39 In terms of employment, the table below show that:

- There are slightly lower proportions of bisexual and gay or lesbian workers employed in the distribution, hotels and restaurants sector in Anglesey (3%) compared to Wales (4%)
- There are slightly higher proportions of bisexual and gay or lesbian workers employed in the distribution, hotels and restaurants sector (3%) than the average across all sectors in Anglesey (2%) – that is the same pattern as in Wales (4% compared to 3%).

Table 5-5: Employment of residents by Sexual Orientation[13]

		Straight or Heterosexual	Gay or Lesbian	Bisexual	All other sexual orientations	Not answered	TOTAL
Distribution, hotels and restaurants	Anglesey	90%	2%	1%	0%	7%	100%
	Wales	90%	2%	2%	0%	6%	100%
All sectors	Anglesey	92%	1%	1%	0%	6%	100%
	Wales	91%	2%	1%	0%	5%	100%

Sexual Orientation – overall

5.40 WG concludes there are 'nil' potential direct impacts with regard to Sexual Orientation. It is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA

Race

5.41 Provisions in the 2025 Act apply to all visitors staying in overnight visitor accommodation that is not their usual place of residence, do not make distinction based on race.

[12] Domestic GB tourism statistics (overnight trips): annual report 2024. Available here
[13] Office for National Statistics. Census 2021

5.42 As the WG EQIA notes, the impact of visitor levies on race can vary depending on specific contexts and implementation approaches, and where the revenue raised is spent. Proactive measures can be taken to ensure that the benefits of tourism are distributed more equitably among all segments of the population, with community engagement and inclusive decision-making processes being crucial to address potential negative impacts on minority ethnic groups.

5.43 As set out in Section 5, there is a refund mechanism that allows for refunds where groups are be housed in visitor accommodation temporarily and this is paid for by a supporting charity, in emergency situations

Visitors

5.44 Table 5-6 below shows the ethnicity profile of domestic Wales overnight tourism in 2024 and the ethnicity profile of visitors to Anglesey.

Table 5-6: Ethnicity profile of visitor trips and visitors

Ethnicity of respondent	Wales (% of trips)[14]	Anglesey (% of visitors)[15]
White	80%	99%
Mixed / Multiple ethnic groups	3%**	2%
Asian / Asian British	6%*	
Black / African / Caribbean / Black British	7%*	
Chinese	0%**	
Arab	0%**	
Other ethnic group	0%**	
Prefer not to say / Don't know / Unspecified	3%**	
Total	**100%**	**100%**

Note: where a figure is followed with a single asterisk, the base size is below 100 and the figure should be treated as indicative. Where a figure is followed with a double asterisk, the base size is below 30 and users are advised to not use this estimate.
Note: percentages may not sum to 100% due to rounding

5.45 While interpreting the table above, there are a few points to note:

- The Anglesey visitor ethnicity profile is from 2019, whereas the all-Wales visitor ethnicity profile is from 2024.
- The Anglesey visitor ethnicity profile is across both day and overnight visitors whereas the all-Wales visitor sex profile is for domestic overnight visitors
- Because the Anglesey and Welsh visitor ethnicity profiles are derived from different data sources, the categories are different.

[14] Domestic GB tourism statistics (overnight trips): annual report 2024. Available here
[15] Wales Visitor Survey 2019 for Isle of Anglesey County Council

5.46 None the less this suggests that the is a lower proportion of visitors to Anglesey who are from an ethnic minority group, compared to the Wales average.

Employment

5.47 In terms of employment, the table below show that:

- There are lower proportions of people who are from an ethnic minority group employed in the distribution, hotels and restaurants sector in Anglesey (5%) compared to Wales (12%)
- There are slightly higher proportions of people who are from an ethnic minority group employed in the distribution, hotels and restaurants sector (5%) than the average across all sectors in Anglesey (4%) – this means a change in employment levels could affect his group (albeit any change is likely to be small).

Table 5-7: Employment of residents by ethnicity[16]

		Asian, Asian British or Asian Welsh	Black, Black British, Black Welsh, Caribbean or African	Mixed or Multiple ethnic groups	White: English, Welsh, Scottish, Northern Irish or British	White: Irish	White: Gypsy or Irish Traveller, Roma or Other White	Other ethnic group	Total
Distribution, hotels and restaurants	Anglesey	2%	0%	1%	95%	0%	2%	0%	100%
	Wales	4%	1%	1%	88%	0%	5%	1%	100%
Total	Anglesey	1%	0%	1%	96%	1%	2%	0%	100%
	Wales	3%	1%	1%	91%	0%	4%	1%	100%

Gypsy Roma and Traveller sites

5.48 The WG EQIA notes that Gypsy, Roma and Travellers lifestyle is inherently transient and involves movement across local authority boundaries.

5.49 The WG EQIA mentions that a discussion between Welsh Government officials and Tros Gynnal Plant Cymru highlighted that if the designated permanent and transient sites were exempt from paying a levy then there would unlikely be a significant impact on Gypsy Roma Travellers.

5.50 Furthermore, Gypsy, Roma and Traveller sites that are provided by a local authority or registered social landlord are exempted from a levy. There are no registered sites in Anglesey.

[16] Office for National Statistics. Census 2021

5.51 The WG EQIA notes that Gypsy Roma Travellers use a number of public and private sites across Wales, including seasonal sites, land suitable for negotiated stopping, mainstream holiday sites for seasonal travel. Members of the Gypsy Roma Traveller community who use visitor accommodation other than for their main of usual place of residence would be subject to the levy.

5.52 The Act provides Welsh Ministers with powers to create new national exemptions should there be evidence of negative impact on any particular group.

Asylum seekers and refugees

5.53 The WG EQIA notes that given asylum seekers will have limited or no recourse to funds, application of a levy could have a negative impact. However, the 2025 Act allows accommodation for asylum seekers arranged by local authorities to be exempt from paying a levy. There is also a refund mechanism to allow charities to recoup the costs from the levy for any eligible stays.

5.54 In September 2025, there were 3,331 asylum seekers in Wales in receipt of Home Office support that were housed in Contingency Accommodation (hotel), Initial Accommodation, Dispersal Accommodation (longer term accommodation) or receiving subsistence only.[17]

5.55 Similarly, in September 2025, 30 asylum seekers in Anglesey in receipt of Home Office support that were housed in Dispersal accommodation.[18]

5.56 The WG EQIA notes that there are difficulties in identifying how many refugees there are in Wales and its entirety as there is lack of data on where refugees settle. Nevertheless, latest evidence suggests that that there were 11 cases of resettlement in Wales in Q2 of 2025 (in Denbighshire, Flintshire, Wrexham, Carmarthenshire and Powys).[19]

5.57 Again, the 2025 Act provides Welsh Ministers with powers to create new national exemptions should there be evidence of negative impact of any particular group.

Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV)

5.58 The WG EQIA sets out the engagement that Welsh Government has undertaken with service providers and survivors to understand the lived experience more fully and understand the levels of these types of scenarios.

5.59 Exemptions and mechanisms for refund have been included in the Act and guidance will be prepared with referred other application process (with regard to the disclosure of personal details).

Race – overall conclusion

---

[17] Home Office. Immigration system statistics data tables. Available here
[18] Home Office. Immigration system statistics data tables. Available here
[19] Home Office. Immigration system statistics data tables. Available here

5.60 WG concludes there are 'nil' potential direct impacts with regard to Race. It is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA.

5.61 Visitors to Anglesey and employees in the distribution, hotels and restaurants sector are more likely to be white, than the average across Wales.

5.62 As noted by the WG EQIA, proactive measures can be taken to ensure the benefits of tourism, including the spending of the fund, are distributed more equitably among all segments of the population.

Welsh Language

5.63 The Wellbeing of Future Generations Act states that Welsh public bodies must carry out sustainable development to improve the country's economic, social, environmental and cultural wellbeing. One Wellbeing Goal for achieving this is to create a society that promotes and protects the Welsh language. In accordance with this, this EqIA considers the potential impact of the Visitor Levy on the prevalence of the Welsh language in Anglesey.

5.64 The 2021 Census identifies the prevalence of skills in the Welsh language across Wales. The proportion of residents who have some skill in Welsh (reading, writing, speaking or understanding spoken Welsh) is significantly higher in Anglesey (69%) than across North Wales (39%) and Wales (25%).

5.65 Additionally, the proportion of Anglesey residents who can speak, read and write Welsh (45%) is almost double the average for North Wales (24%) and over three times the regional average (14%).

5.66 This is also identified by the Welsh Language Impact Assessment (WLIA) undertaken by Welsh Government for the Act – it shows that there is a high prevalence (47.7%) of Welsh speakers in the population aged 16 years and over living on the Isle of Anglesey and working in the accommodation and food services industry.

5.67 The WLIA notes that the visitor levy could potentially impact the Welsh language if it were introduced in areas where relatively high proportions of Welsh-speakers work in the accommodation and food services industry. It notes that there could be positive impacts resulting from:

- A boost to the local economy through the spending of the levy leading to an increase in employment in the tourism sector – the Economic Impact Assessment suggested there could be between -31 and +7 jobs so this is likely to be relatively small impact .

- Positive impact in terms of exposure to Welsh language

- Use the revenue from the levy to promote and support the Welsh language or to fund initiatives that improve the infrastructure and services in areas which currently have (or until recent decades have had) a relatively high percentage of Welsh-speakers. This could promote the visibility, vitality, and viability of the Welsh language, as well as increase the awareness and appreciation of visitors and residents alike.

5.68 It also notes some potential negative impact:

5.68.1 The potential negative economic impact of the levy – although as above, there are anticipated to be a maximum of a loss of -31 jobs in a worst case scenario) and so this impact is likely to be relatively minimal.

5.68.2 The potential impact on overnight trips that aim to support the Welsh language and Welsh-medium education. This could have education and cultural impacts However, under 18s will not have to pay the levy when staying in hostel style accommodation or on campsite pitches. Reliefs are applied to overnight stays that are supplied by education providers as part of the supply of a course of study offered to pupils or students.

5.69 Overall, there is strong prevalence of Welsh speakers in Anglesey, including in the tourism sector. A visitor levy in Anglesey could have both positive and negative impacts on the Welsh language. There could be small negative impacts associated with a reduction in visitor spending, or there could be a small increase as a result of the employment supported through spending of the levy. Similarly there could be positive impacts associated with the outcome of the spending of the levy – that will depend on the how the fund is spent (which will be developed including feedback through consultation).

Religion and Belief

5.70 The WG EQIA estimated that there were 174,456 domestic tourists that "visited a cathedral, church, abbey or other religious building" in 2023.

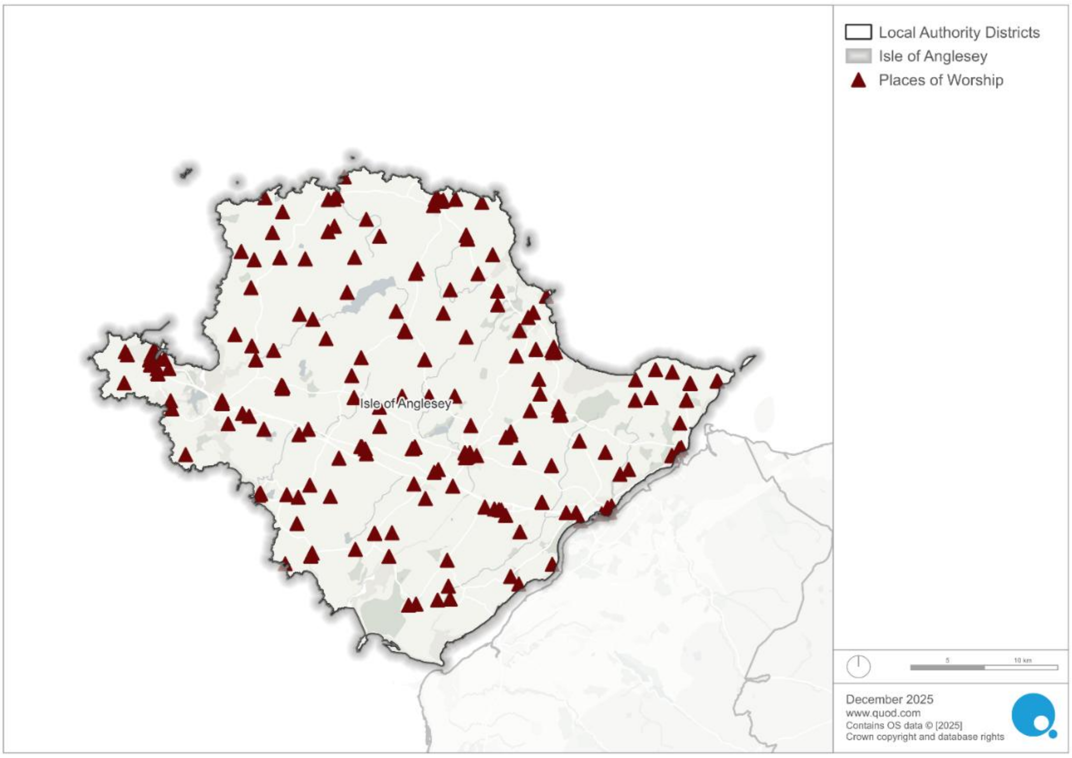
5.71 The WG EQIA notes that there is no direct correlation between visitor levies and religion, belief or non-belief. It also notes that tourism-related policies or taxes might interact with an individuals' freedom to practice religion, depending on the nature of the visit. Introducing a visitor levy might affect the affordability of visiting such places, potentially influencing the number of pilgrims or tourists visiting religious sites due to the levy increasing the cost of stay for visitors staying overnight in visitor accommodation.

5.72 In undertaking the national level assessment, Welsh Government officials met with the Inter-faith Council for Wales in 2023 and also received a response to a further request for feedback in June 2024 via their representation in the Third Sector Partnership Group.

5.73 The levy would not apply to accommodation that was free of charge. However, the levy will apply to stays in lower rated overnight visitor accommodation (an issue raised through engagement as faith groups often arrange camping trips), although the lower rate may mitigate potential negative impacts.

5.74 The equivalent data for number of tourists visiting a religious building in Anglesey is presently unavailable. However, Figure 5-1 shows there are 212 places of worship in Anglesey. Note that mapping of the places of worship is indicative and may not always be complete and there is no clear legal definition of places of worship.

Figure 5-1: Places of worship in Anglesey



5.75 There may be an adverse impact on those who do not engage with digital processes as part of their faith. To mitigate any potential impact there will be a non-digital service when required.

5.76 WG concludes there are 'nil' potential direct impacts with regard to Religion and Belief. It is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA.

Disability

5.77 Provisions in the 2025 Act apply to all visitors staying in overnight visitor accommodation that is not their usual place of residence and do not make any distinction based on disability.

Population

5.78 There were about 24,250 people who were disabled under the Equality Act in Anglesey accounting for 20.7% of the total population – this is lower than the Welsh average of 21.6%.[20]

Visitors

5.79 The WG EQIA identified that according to historic evidence, there may be some scenarios where disabled people may face higher costs for staying in visitor accommodation and identified some barriers and challenges for disabled people including:

[20] Census 2021

- Environmental barriers: The UK Disability Survey research report 2021 showed that 57% of disabled people reported being unable to go on holiday due to accessibility issues, i.e. access into public buildings.
- There is a lack of information and awareness about the availability and quantity of accessible tourism facilities and services, and the rights and entitlements of disabled people as tourists. Information on accessible destinations is a key factor in increasing tourism opportunities among disabled individuals.
- Booking a holiday may lead to extra costs due to a lack of availability of accessible and affordable accommodation and transport options, especially in rural and remote areas, and during peak seasons. In a recent survey by Leonard Chesire Disability, published in Enable Magazine, 8 in 10 disabled people said they faced barriers and difficulties staying at UK hotels and resorts. Over 70% flagged issues finding accessible rooms. Costs of accessible accommodation are also a common barrier to taking a break for around 6 in 10 survey respondents, with accessible rooms often seen as more expensive.

5.80 The WG EQIA noted a number of other challenges including

- Limited choices and opportunities for disabled people and those with impairments - that can affect their quality and satisfaction with their tourism experiences.
- Lack of accessibility for some disabled people in campsites and hostels leading to further strain on travel budgets – this is mitigated to some extent by the lower rate in the legislation
- Additional cost and or limited options for people who need a carer, specialist equipment or guide dog

5.81 Recognising that there is an overall lack of data and evidence, Welsh Government officials met with representatives from Disability Wales, Autistic UK and the Fair Treatment for the Women of Wales in formulating the WG EQIA.

5.82 The WG EQIA identified that it could be construed as indirect discrimination to apply a visitor levy to carers accompanying a disabled person requiring care as part of their visit.

5.83 WG EQIA considers a number of options for refunds for both disabled people and carers. Ultimately, the option including in the Act was to issue refunds for disabled people in receipt of a qualifying disability benefit who has paid a visitor levy while staying in a visitor accommodation and accompanied by a person providing care. The WG EQIA acknowledges (in part because it does not include carers) that this option does 'not fully eliminating the risks of indirect discrimination, it was perceived to be a proportionate response which balances the need to address the indirect discrimination but also ensure the integrity and efficiency of the tax system'.

5.84 In terms of tourism activity, 31% of all trips to Wales include somebody who is disabled or has an impairment. Additionally, 20% of all overnight trips taken to Wales from January to December 2024 were by those taking care of people with medical conditions.[21] Some of these trips relate to says with friends and family in their own homes rather than visitor accommodation and it does

[21] Domestic GB tourism statistics (overnight trips): annual report 2024. Available here

not mean that these visitors were accompanying the person they care for rather that they simply have this type of caring responsibility. The equivalent data for Anglesey is presently unavailable.

Employers and employment

5.85 The WG EQIA also notes the WRA will collect and manage levy. For accommodation providers, it is anticipated that the day-to-day operation of the levy will have minimal impact on business owners who have visual and / or hearing impairments due to the multiple ways a person can interact with the WRA – digital system for filing and remitting returns to the WRA alongside the provision of a telephone and paper service, where necessary.

5.86 Additionally, the WG EQIA notes that disabled workers are more likely to end up in insecure work than non-disabled workers. Of the workers working in tourism in Wales, 18% are disabled – a similar proportion to the average across all industries.[22]

5.87 The equivalent data for Anglesey is presently unavailable.

Disability overall

5.88 The WG EQIA identified that it could be construed as indirect discrimination to apply a visitor levy to carers accompanying a disabled person requiring care as part of their visit but that the option (not including an exemption) was a proportionate response.

5.89 Once mitigation (including refund for person in receipt of a disability benefit) is included, no other impacts were identified and it is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA.

5.90 Proactive measures can be taken to ensure the benefits of tourism, including the spending of the fund, are distributed more equitably among all segments of the population – this could include measures to improving accessibility for disabled people to tourist sites.

Pregnancy and maternity

5.91 Provisions in the 2025 Act apply to all visitors staying in overnight visitor accommodation that is not their usual place of residence, do not make distinction based on pregnancy and maternity.

5.92 The ONS does not provide statistics on the number of people who are pregnant. Therefore, this baseline analysis considered live birth data[23] as a proxy. The latest available data from 2024 indicate the general fertility rate[24] is higher (48.6) in Anglesey than the average for Wales (45.7).

5.93 WG concludes there are 'nil' potential direct impacts with regard to Pregnancy and maternity. While there is a higher fertility rate in Anglesey, It is not anticipated that this would change the finding of 'nil' impact.

---

22 Welsh Government. Welsh tourism sector business and labour market statistics. Available here
23 Office for National Statistics, 2024. Live Births.
24 Office for National Statistics, 2021. Census.

Deprivation

5.94 While deprivation is not classified as a protected characteristic under the 2010 Act, it is considered due to its intersecting nature with different protected characteristics.

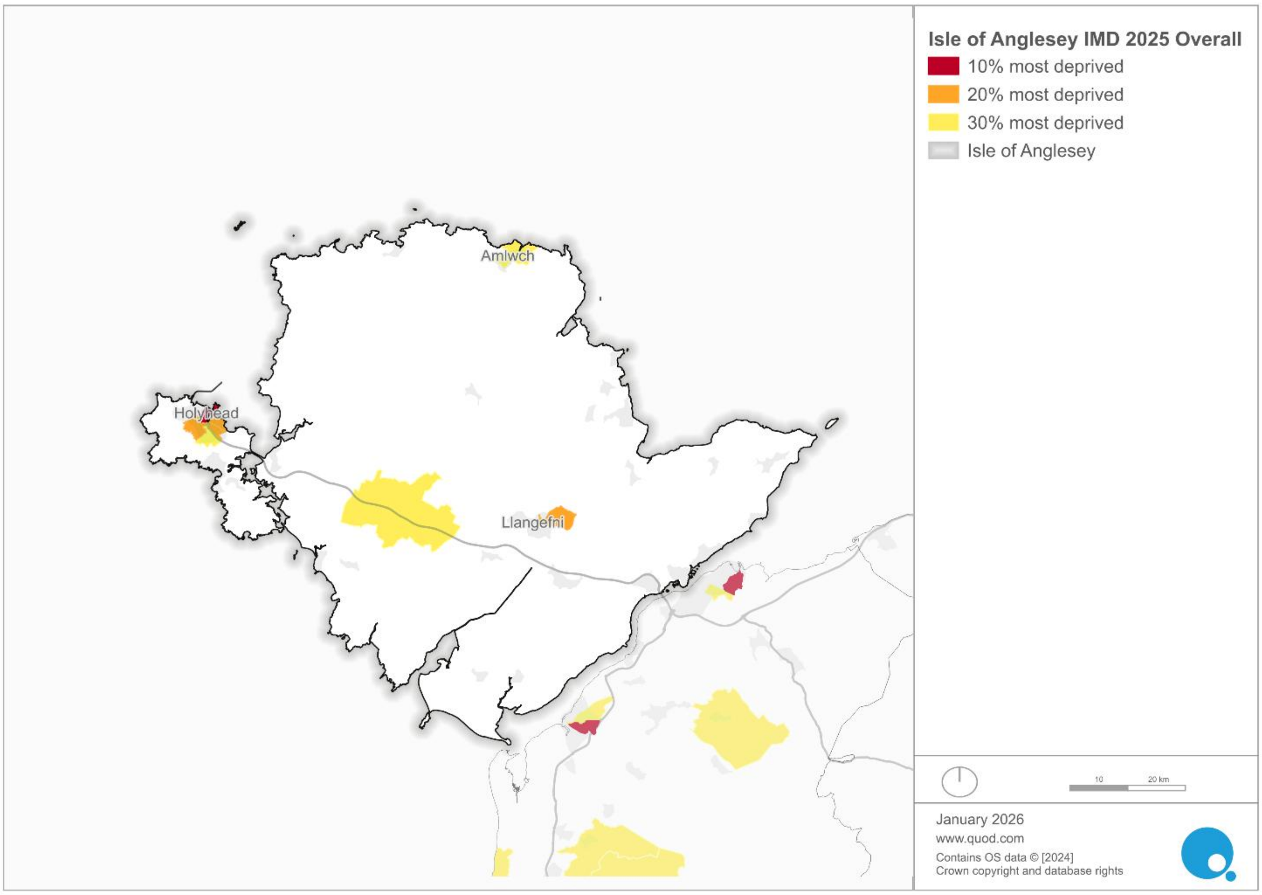
5.95 The Welsh Government's Index of Multiple Deprivation (2025) combines indicators including a range of social, economic, and housing factors, to yield a deprivation score for all areas across Wales (Lower Layer Super Output Areas [LSOAs]). There are eight domains of deprivation that are investigated:

- Income
- Employment
- Health
- Education
- Access to services
- Housing
- Community safety
- Physical environment

5.96 All areas are ranked relative to one another according to their level of deprivation. Figure 5-2 below shows the relative levels of deprivation in Anglesey – areas shown in red are within the 10% most deprived, areas in orange are within the 10% - 20% most deprived areas and areas in yellow are within the 20% - 30% most deprived.

5.97 As shown in Figure 5-2, there are some areas in Anglesey that are within the 10% - 20% and 20% - 30% most deprived areas in Wales and a small area that falls amongst the top 10% most deprived areas.

Figure 5-2: IMD map for Anglesey



5.98 The use funds from the levy will be reinvested for the purposes of destination management and improvement in the area, including providing, maintaining and improving infrastructure, facilities and services for use by visitors (whether or not they are also for use by local people), and mitigating the impact of visitors. Depending on the use of the fund, it could reduce deprivation (or indicators of deprivation) as a result of investment.

Summary of impact on groups who share a protected characteristic

5.99 Table 5-8 below summarises the findings of the equality impact assessment against protected characteristics.

Table 5-8: Summary of impacts

Protected characteristic	Potential impacts	Potential mitigation where required
Age	WG concludes there are 'nil' potential direct impacts with regard to Age once mitigation (including the under-18 exemption for lower bound accommodation) is taken into account. It is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA. There are possible impacts related to a higher proportion of older visitors to Anglesey, and a young workforce, but any impacts of the levy are likely to be small – and will to some extent be offset by the spending of the levy.	Under 18s are excluded from the levy for lower-rated stays Future use of the levy
Disability	The WG EQIA identified that it could be construed as indirect discrimination to apply a visitor levy to carers accompanying a disabled person requiring care as part of their visit but that the option (not including an exemption) was a proportionate response. Once mitigation (including refund for person in receipt of a disability benefit) is included, no other impacts were identified and it is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA.	Refund mechanism for persons in receipt of a disability benefit who are accompanied by a person providing care, support or assistance. Future use of the levy
Gender reassignment	WG concludes there are 'nil' potential direct impacts with regard to Gender reassignment. It is not anticipated that there would be any Anglesey	Stays in private hospitals (e.g. as part of a person's gender reassignment process) are exempt from a levy.

Protected characteristic	Potential impacts	Potential mitigation where required
	specific characteristics that would change the findings of the WG EQIA.	
Marriage and civil partnership	WG concludes there are 'nil' potential direct impacts with regard to Marriage and Civil Partnership. It is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA.	No potential impacts identified
Pregnancy and maternity	WG concludes there are 'nil' potential direct impacts with regard to Pregnancy and maternity. While there is a higher fertility rate in Anglesey, It is not anticipated that this would change the finding of 'nil' impact.	No potential impacts identified
Race	WG concludes there are 'nil' potential direct impacts with regard to Race. It is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA. Visitors to Anglesey and employees in the distribution, hotels and restaurants sector are more likely to be white, than the average across Wales.	Gypsy, Roma and Travellers sites provided by a local authority or registered social landlord are exempt from a levy. Exemptions / refunds are available for vulnerable groups, e.g. asylum seekers and those fleeing domestic abuse Future use of the levy
Religion and belief	WG concludes there are 'nil' potential direct impacts with regard to Religion and Belief. It is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA.	The Welsh Revenue Authority (WRA) will offer non-digital processes to accommodate those whose faith may restrict digital engagement. Free accommodation exempt from a levy and stays in lower rated accommodation have a lower levy charge. Future use of the levy
Sex		No potential impacts identified

Protected characteristic	Potential impacts	Potential mitigation where required
	WG concludes there are 'nil' potential direct impacts with regard to Sex. There are no Anglesey specific characteristics that would change the findings of the WG EQIA. It is not anticipated that there would be a disproportionate or differential impact in Anglesey as a result of the levy on females (or males) working in the tourist sector.	
Sexual orientation	WG concludes there are 'nil' potential direct impacts with regard to Sexual Orientation. It is not anticipated that there would be any Anglesey specific characteristics that would change the findings of the WG EQIA	No potential impacts identified

CYNGOR SIR YNYS MÔN
ISLE OF ANGLESEY COUNTY COUNCIL

Cygnor Sir Ynys Môn / Isle of Anglesey County Council
cyngormon / angleseycouncil
cyngormon / angleseycouncil
cyngormon

Economic Impact Assessment of the Visitor Levy

ynysmon.llyw.cymru anglesey.gov.wales

Contents

1 Executive Summary

1.1 The Visitor Accommodation (Register and Levy) Etc. (Wales) Act 2025 (the 'Act') gives councils in Wales the choice to introduce a charge on overnight stays. Known as a 'visitor levy', councils can choose to introduce the levy in their area from April 2027.

1.2 The Isle of Anglesey County Council is considering introducing a visitor levy – this Economic Assessment seeks to determine the potential economic impact of doing so.

1.3 There have been a number of studies to support the Welsh Government's decision to implement the Act. This report reviews these reports to determine the applicability of applying the same approach at a more local level.

1.4 The evidence base on the economic impact of visitor levies is relatively immature and so even the national assessment is heavily caveated and relies on wide ranges – there are further complications with a local assessment as a result of gaps in data and an even more immature evidence base on the local impact of visitor levies (as opposed to national). The key caveats relevant to the local level assessment are:

- There are significant uncertainties in the elasticities of demand – this is the case at a Welsh level and is even more acute when applied at an Anglesey level.
- At a national level, the majority of visitor spending can reasonably be expected to be captured in Wales. That is not the case at a smaller area – for example, some spending of someone who visits Anglesey may be in Gwynedd (and vice versa).
- Similarly, the spending of the levy will also have a higher level of leakage as some businesses who benefit from contracts through the spending of the levy may not be based in Anglesey.
- The national level assessment (necessarily) assumed that the levy will be imposed across all of Wales – at an Anglesey level, there will be different impacts if one local authority implements the charge, but its neighbouring authorities do not, compared to if all neighbouring authorities implement the charge.

1.5 Therefore, the Anglesey level assessment is appropriately caveated, and should be read in the context of relatively limited evidence base, particularly at the local level.

1.6 Nonetheless, we are confident that the impact on the Anglesey will be relatively small in terms of both the impact on employment and GVA. We have applied a broadly similar approach to the Welsh Government analysis to establish bookends for the likely range of these impacts.

1.7 The analysis is generally conservative (pessimistic) in terms of the approach to assessing the impact on the economy. It assumes the Anglesey suffers all the loss of visitor spending, when in reality some of the spending will be lost from outside of Anglesey. It also assumes that Anglesey businesses gain only half of the spending from the levy (as it assumed that 50% of the visitor levy spending will be spent in businesses outside of Anglesey), while also assuming that Anglesey businesses do not benefit from contracts that result from the spending of visitor levies from other local authorities.

1.8 Even with these conservative assumptions (i.e. assumptions that could overestimate any negative impact) it is estimated that the levy could result in:

- A change in employment of between -31 and +7 FTE jobs. This is between a loss of -0.17% or an increase of 0.04% of employment in Anglesey.
- A change in annual GVA could be between -£2.1m and +£0.09m. This is equivalent to between a loss of -0.14% and an increase of 0.01% of Anglesey's economy.

1.9 This range from a relatively small negative impact to a relatively small positive impact reflect the findings of the Welsh Government Appraisal which also concluded a small negative to small positive impact at a national scale.

2 Introduction

An overview of the Visitor Levy

2.1 The Visitor Accommodation (Register and Levy) Etc. (Wales) Act 2025 (the 'Act') gives councils in Wales the choice to introduce a charge on overnight stays. Known as a 'visitor levy', councils can choose to introduce the levy in their area from April 2027.

2.2 The levy is chargeable at two separate rates:

- Campsite pitches and shared rooms (hostels and dormitories): 75p per person, per night
- All other types of visitor accommodation: £1.30 per person, per night

2.3 There are exemptions[1]; Visitors will not pay the visitor levy if they are:

- under 18 years of age and staying on a campsite pitch or in shared rooms (such as a hostel or a dormitories)
- staying for more than 31 nights in a single booking
- in emergency or temporary housing arranged by the local council

2.4 The funds from the levy will be reinvested for the purposes of destination management and improvement in the area. Section 44 of the Act stipulates that councils must use the proceeds of the levy for:

- mitigating the impact of visitors;
- maintaining and promoting use of the Welsh language;
- promoting and supporting the sustainable economic growth of tourism and other kinds of travel;
- providing, maintaining and improving infrastructure, facilities and services for use by visitors (whether or not they are also for use by local people).

The purpose of this report

2.5 The Isle of Anglesey is seeking to determine the potential economic impact of introducing a visitor levy.

2.6 The starting point is to review the work undertaken by Welsh Government to understand the economic impacts of the Act at a national level, and the extent to which the approach could be applicable at a more local level.

[1] http://gov.wales/visitor-levy-small-contribution-lasting-legacy

2.7 The evidence base on the economic impact of visitor levies is relatively immature and so even the national assessment is heavily caveated and relies on wide ranges.

2.8 These limitations would be even more pronounced at local level. The key caveats relevant to the local level assessment are:

- There is uncertainty over how much of the levy is passed to consumers (modelled only as 0% or 100%)
- There are significant uncertainties in the elasticities of demand – this is the case at a Welsh level and is even more acute when applied at an Anglesey level.
- At a national level, the majority of visitor spending can reasonably be expected to be captured in Wales. That is not the case at a smaller area – for example, some spending of someone who visits Anglesey may be in Gwynedd (and vice versa).
- Similarly, the spending of the levy will also have a higher level of leakage as some businesses who benefit from contracts through the spending of the levy may not be based in Anglesey.
- The national level assessment (necessarily) assumed that the levy will be imposed across all of Wales – at an Anglesey level, there will be different impacts if one local authority implements the charge, but its neighbouring authorities do not, compared to if all neighbouring authorities implement the charge.

2.9 The local (Anglesey) level assessment is therefore appropriately caveated and should be read in the context of relatively limited evidence base, particularly at the local level.

2.10 The remainder of the report covers:

- A review of the work undertaken by the Welsh Government to understand the economic impact of the Act (Section 3)
- A wider literature review to understand the extent to which evidence exists that would allow for the Wales wide approach to be undertaken at a smaller geographical scale (Section 4)
- Caveated Anglesey level economic impact assessment (Section 5)
- Cross checking with the Welsh Government Analysis, accounting for the relative importance of tourism to Anglesey (Section 6)
- Conclusion (Section 7)

3 Studies to support the Welsh Government Act – Economic Impact

3.1 There have been a number of studies to support the Welsh Government's decision to introduce the Act. These include:

- Evidence review of elasticities relevant to a visitor levy in Wales, Alma Economics, 2022
- The Potential Economic & Greenhouse Gas Impacts of a Visitor Levy in Wales, Cardiff Business School & Welsh Government, 2024 - referred to in this report as the Welsh Government 2024 analysis
- Revised analysis of the potential economic and greenhouse gas impacts of a visitor levy, Welsh Government, 2025 - referred to in this report as the Welsh Government 2025 analysis
- Review of impacts of visitor levies in global destination, Bangor University 2024

3.2 These reports are undertaken at an all Wales level and are heavily caveated.

Evidence review of elasticities relevant to a visitor levy in Wales, Alma Economics, 2022

3.3 Alma Economics undertook a Rapid Evidence Assessment (REA) which reviewed the literature on elasticities relevant to a visitor levy in Wales.

3.4 It sought to estimate the price elasticity of demand of tourism and accommodation in particular. Price Elasticity of Demand (PED) is the measure of responsiveness of the demand for a good or service when its price changes. A negative PED denotes a decrease in quantity demanded when price increases. A high elasticity of demand indicates that the quantity demanded of a good or service is highly responsive to changes in its price, meaning a small price change can lead to a significant change in demand. Inelastic (or low elastic) demand is when demand is not responsible to price.

3.5 The report identified a high level of uncertainty and significant evidence gaps. Even where relevant evidence was found, there was a large variation in the magnitude of estimates of elasticities and there were no studies that provided Wales specific estimates and only a small minority of studies considered the UK market.

3.6 There were significant variations in the findings for tourism – while the majority of studies (70%) found that tourism was inelastic, there were some studies that reported elastic demand. The average mid-range PED across all studies was -0.7 and the median was -0.9. Thes means that for a 1% increase in the price of a good or service leads to a 0.7% reduction in demand.

3.7 There were only two studies that specifically considered accommodation – those showed it to be price inelastic (at -0.7). The report includes a caveat that these should be interpreted with caution given the limited number of studies. At least one of these reports was specifically based on international tourism – and so will be less relevant to a domestic market.

3.8 The review (by the report's own admission) provided very little evidence addressing the more nuanced research questions, including (i) insight into the drivers of visitor behaviour, (ii) the impact of visitor levies or similar on tourism demand, and (iii) how the explored elasticities may vary depending on the characteristics of tourists (e.g., based on protected characteristics).

3.9 The report itself is also clear that these studies provided very little evidence differences that might occur at a sub-regional level, with most studies focusing on national impacts and / or international tourism.

The Potential Economic & Greenhouse Gas Impacts of a Visitor Levy in Wales, Cardiff Business School & Welsh Government, 2024

3.10 This report estimates the economic and greenhouse gas emissions impact of the levy at an all-Wales level. We have reviewed it to understand the extent to which a similar method could be used to estimate the impact of a levy in individual Local Authorities.

3.11 The report includes two scenarios:

i. 100% levy is passed on from business to consumers.

ii. 100% levy is absorbed by the business

3.12 The analysis does not account for supply-side changes, such as providers exiting the market due to the levy.

100% Levy is passed on from business to consumers

3.13 The study calculates the likely impact on the study in three scenarios (optimistic, neutral and pessimistic) based on a range of elasticities taken from the Alma study. It applies these to different visitor segments (two domestic with different spending patterns and overseas visitors). This results in a change in consumer demand for each segment.

3.14 The report uses elasticities from the Alma Economics study which (as above) has significant uncertainty, data gaps, and is largely based on international tourism and national effects. The issue of applying national elasticities will be more problematic at a Local Authority level than it would be at an all-Wales level.

3.15 The study assumes that the price elasticity of demand feeds through directly into the economy – i.e. the increase in the levy results in a reduction in demand (within the study area) which means a reduction in total trip spending (also in the study area). This could be due to either people not visiting the study area or visiting the study area for a shorter period of time as a result of the levy.

3.16 The model then uses Input-Output tables to determine the likely impact of the Welsh Economy.

100% Levy is absorbed by the business

3.17 This scenario assumes that there is no change to visitors or revenues and that businesses absorb all of the costs. The report assumes that there are no supply side changes – i.e. no business exits the market, or are put off entering the market in future, instead the levy is taken from the output of the businesses.

3.18 It assumes that there are no losses in employment and only decreases in salary (and other elements of output). This is likely to underestimate the employment loss since – in reality, a loss of revenue would result in a reduction in staff as well as a reduction in salaries.

Issues and Caveats

3.19 The report itself highlights significant caveats:

- **Price Elasticity Uncertainty**: as above, there are significant uncertainties in the elasticities – this is the case at a Welsh level and will become even more acute if used at a smaller study area.
- **Accommodation Supply**: as above, the model does not account for supply-side changes, such as providers exiting the market due to the levy.
- **Pass-Through Assumptions**: as above, the report assesses the 'book ends' of the likely impact by assessing the impact if the levy is passed on to visitors or absorbed by businesses – it does not seek to assess the extent to which one is more or less likely.
- **In-Wales Costs**: The analysis only includes in Wales costs and so it likely underestimates the total costs of the trip, particularly for international trips. This will therefore overestimate the reduction in international trips post levy (and so presents a worst-case scenario)
- **Base-Year Constraints**: The levy is modelled on 2019 tourism data due to data limitations, with rates adjusted for inflation.
- **Future inflatio**n: Future inflation and sector changes are not included – it is effectively a snapshot in time in a given year.
- **Administrative costs**: The analysis does not include any frictional or administrative costs that any new Levy might engender.

Revised analysis of the potential economic and greenhouse gas impacts of a visitor levy, Welsh Government, 2025

3.20 This report updated the previous work for two sets of rates. One of those sets of rates (£1.30 standard / £0.75 lower) was subsequently used in the Act. The analysis also excluded children and young people staying in Lower Band accommodation, since they are excluded from the Levy.

3.21 The report used similar methodology as the original but noted that: 'Constraints on time and access to data architectures mean a full, and fully comparable, reworking of the 2024 impact assessment is not possible'.

3.22 The results of the analysis at a Welsh level are set out in Table 3.1.

Table 3.1: Summary of likely impacts in Welsh Government report

			Likely range
Employment	Passing Levy onto visitors	FTEs	-400 to 100
	Businesses absorb levy	FTEs	360
Annual GVA (£m)	Passing Levy onto visitors		-£7.5m to +£11.1m
	Businesses absorb levy		-£32.3m

Review of impacts of visitor levies in global destination, Bangor University 2024

3.23 Bangor University undertook a review of international evidence on the environmental, social, and cultural impacts of visitor levies in various global destinations. The report then provided recommendations of the Welsh Government on the implementation of the levy.

3.24 The report identified five case studies / areas which had implemented visitor levies that had similarities to Wales in terms of the reliance on the tourism sector and / or their social, cultural and/or environmental context. This meant that the case studies included places that, like Wales, were reliant on their tourism industry.

3.25 The report focused on the implementation of the levy – including what the levy can be spent on, the decision making process and authority, local accountability, the scope of project and activities funded, the impact of the funded projects (noting a lack of evidence) and the need for transparency, accountability, monitoring and evaluation.

3.26 It did not focus on the impact of the levy on the tourism sector specifically, although there were some takeaways that do inform our report:

- There is limited evidence on the effects of tourism taxes: 'A **comprehensive assessment of the impacts of tourism taxes remains limited**, despite their clear motivations for implementation'.
- In general, there has been continued **year-on year growth in tourism in locations that have introduced a visitor levy** (although we cannot know what the counterfactual would have been without a levy).
- **Some locations choose to vary the tax during different seasons** – for example, the Balearic Islands have implemented two separate visitor levies: €0.25 – €1 per person per night in low season (November – April) and €1 – €4 per person per night in high season (May – October).[2] **While others do not:** in Mareo and San Martin, where seasonality is high (visitor numbers in the four busiest months are over ten times those in the quietest four months), a flat visitor levy has been imposed throughout the year (€1.50 – €3.50 per person per night).
- Some locations (Catalonia / Barcelona and the Balearic Islands) **vary by accommodation type / quality** (including different rates for different hotel 'star' quality. While **others do**

[2] Welsh Government, 2024. Review of visitor levies in global destinations here

not have as much differentiation: Iceland initially introduced a flat rate and subsequently split the rate into three broad categories camping, hotels, and cruise ships.

Conclusions and implications for our study

3.27 The work undertaken to support the Welsh Government has highlighted that there are gaps in the evidence base for understanding the economic impact of the Visitor Levy. This means that the Welsh level economic impact study is necessarily caveated and includes wide ranges / book ends for the likely impact.

3.28 Applying the Welsh Government approach at a more local area level would have the same caveats and issues – and some of the issues would be more acute at a smaller study area.

3.29 The detail is set out above, but the key issues include:

- **There is limited applicable evidence on the Price Elasticity of Demand** – both Welsh Government economic appraisals use the PEDs from the Alma Study which are largely national studies for international tourism. There are no Welsh specific studies and only two that specifically look at accommodation (rather than tourism as a whole). The issue of using these elasticities become even more acute at a smaller study area since it is not clear that national elasticities hold at a sub-regional level.
- The analysis does **not take a view on the extent to which the levy is passed on -** it has book end for the impact of 0% or 100% of the levy being passed onto consumers.
- It also does **not allow for supply side changes** – i.e. it does not allow for the potential some businesses are deterred from entering or leave the market. In the scenario where all of the levy is passed on to businesses, it is assumed that there is no loss in employment (only a loss in wages).
- **There is very little evidence addressing the more nuanced questions**, including (i) insight into the drivers of visitor behaviour, (ii) the impact of visitor levies or similar on tourism demand, and (iii) how the explored elasticities may vary depending on the characteristics of tourists (e.g., based on protected characteristics). **This means the analysis makes mostly linear assumptions based on averages.** This also makes it difficult to apply local characteristic to the study (and so to adapt the methodology in the national assessment to a more local level).
- It **does not include out of Wales costs** which likely underestimates the total cost of the trip, particularly for international trips. This will therefore overestimate the reduction in international trips post levy (and so presents a worst-case scenario). This will be the same at a local authority area level (although will be offset to some extent by spending outside of the local authority area).
- The analysis does not consider what visitor spending that is 'lost' as a result of the levy is spent on instead – this could be day trips (instead of overnight trips) or Welsh residents spending money on other things (instead of holidaying within Wales). This approach is again likely to be worst case scenario in terms of the impact of the levy on the Welsh economy. This is likely to be less relevant at Anglesey level than the Welsh level as those visiting Anglesey (who are put off by the levy) are unlikely to also live in Anglesey (whereas a Welsh resident may also holiday in Wales – for example, a Cardiff resident may spend money in Cardiff rather than holiday in Anglesey).

4 Further literature review

4.1 We conducted a further literature review to understand the extent to which evidence exists that would

- Allow for the Wales wide approach to be adapted for a local level assessment.
- Fill the evidence gaps identified above

4.2 There was limited additional evidence above what was used in the work to support the Welsh Government when implementing the Act.

4.3 There were various other examples where there has been continued year-on year growth in tourism in locations that have introduced a visitor levy (although as above we cannot know what the counterfactual would have been without a levy).

4.4 The other questions the literature review sought to answer were:

- To what extent does a visitor levy get passed on to visitors?
- How does the impact of a visitor levy change with seasonality or popularity of a destination?
- How does the does the cost of accommodation / trip change the impact of the levy? There was no additional evidence found to answer this question.
- Do visitors adjust their wider trip spending if they bear the cost of the levy?

To what extent does a visitor levy get passed on to visitors?

4.5 The extent to which a visitor levy gets passed on to consumers will determine whether it is consumers or accommodation providers who will bear the cost of the levy. As set out above the Welsh government economic appraisal does not take a view on this but tests book ends for 0% to 100% pass on.

4.6 The literature provides mixed evidence on the rate of pass-through (the extent to which businesses pass on changes in tax as changes in price to consumers) of a visitor levy or other tax mechanisms.

4.7 We looked at various tax mechanisms to determine pass-through rates:

- A review of lodging taxes in US cities showed that a lodging tax is unlikely to be fully passed on to the visitors – about 86% of tax paid is by visitors and the remaining 14% is absorbed by accommodation providers in the form of lower accommodation rates or reduced occupancy.[3]
- The European Commission study found that there was a high degree of pass-through in the long run but also had example of where taxes were not passed through. For example a

[3] Hudson, S., Meng, F., So, K. K. F., Smith, S., Li, J., & Qi, R. (2021). The effect of lodging tax increases on US destinations. *Tourism Economics*, *27*(1), 205-219. Available here

case study of Disneyland Paris indicated they were unlikely to pass on VAT rate increases in 2014 to visitors due to the high price sensitivity of visitors. This meant Disneyland absorbed the cost of the VAT increase to mitigate the impact on visitor numbers and expenditure.[4]

- A study looking at the pass through of air passenger taxes on airfares across Europe estimated air passenger tax pass-through rates from 20% to 56%.[5] The same study mentions that the consumer share of the tax burden from a French VAT-reform was between 57% and 77%.

4.8 The literature review therefore does not provide clear evidence for different the level of pass-through rates that could be used – and so we maintain the approach in the Welsh Government Assessment of using bookends.

How does the impact of a visitor levy change with seasonality or popularity of a destination?

4.9 There are limited studies that have quantified PEDs for different seasons but several studies state that demand for tourism is less elastic in the high seasons compared to the low seasons.[6]

- The report on the balancing of revenue and demand in the hotel industry in Dubai[7] found that demand elasticity is much higher in the low seasons (and lower in high season). That is likely to be driven significantly by international travel – the report found that local hotels do not face strong seasonality as much international hotels do.
- The report on the price elasticities for accommodation services in Prague showed that visitors are less elastic during the high seasons than they are throughout the year with PEDs of -0.22 to 0.78 in the high seasons vs PEDs of -0.10 to -0.54 throughout the year. The positive PEDs in the high season suggest that the expected price-demand relationship may not always hold.[8]

4.10 The European Commission study found thar there were higher elasticity of demand in destinations with close substitutes. It showed that European countries in proximity still exhibit differences in PEDs due to the type of seasonal tourism offering. Spain had inelastic demand because several destinations in Spain offer sun-and-beach experiences meaning there is a high degree of substitutability between these destinations. Italy also exhibited inelastic demand because of its offering of non-coastal tourism and so was less seasonally impacted. France exhibited slightly inelastic demand due to widespread implementation of tourism taxes. The PEDs during peak season (summer) are:

  - France had PEDs ranging from -0.068 to -1.042
  - Spain had PEDs ranging from -0.018 to -0.719

[4] European Commission, 2017. The Impact of Taxes on the Competitiveness of European Tourism here
[5] Wozny, F. (2024). *Tax incidence in heterogeneous markets: The pass-through of air passenger taxes on airfares* (No. 16783). IZA Discussion Papers. Available here
[6] Baždar Gašljević, T., Maradin, D., & Cerović, L. (2023). Price Elasticity of Demand For Hotel Services On The Business Example Of Two Hotels In The Republic Of Croatia. *Journal of accounting and management*, *13*(1), 1-14. Available here
[7] Alrawabdeh, W. (2021). Seasonal balancing of revenue and demand in hotel industry: the case of Dubai City. *Journal of Revenue and Pricing Management*, *21*(1), 36. Available here
[8] Petříček, M., & Chalupa, Š. (2020). PRICE ELASTICITY OF DEMAND FOR ACCOMODATION SERVICES–EMPIRICAL APPLICATION IN PRAGUE. *Ad Alta: Journal of Interdisciplinary Research*, *10*(1). Available here

- Italy had PEDs ranging from -0.002 to -0.224[9]

4.11 Separately, the study of lodging tax increases on US destinations showed that approximately 49% of travellers altered their plans due to high travel taxes by reducing spending, staying somewhere cheaper and visiting during low season.[10]

4.12 While the literature review highlighted some further evidence on seasonality, not sufficiently to be able to determine how Anglesey would differ from the Welsh Average.

Do visitors adjust their wider trip spending if they bear the cost of the levy?

4.13 While the study of lodging tax increases on US destinations[11] mentioned above showed that visitors responded to a levy by decreasing their spending, the study did not quantify to what extent visitors reduce their spending. And overall, the literature is not clear about how visitors would adjust their wider trip spending if they bear the cost of the levy.

[9] Heffer-Flaata, H., Voltes-Dorta, A., & Suau-Sanchez, P. (2021). The impact of accommodation taxes on outbound travel demand from the United Kingdom to European destinations. *Journal of Travel Research*, *60*(4), 749-760. Available here

[10] Hudson, S., Meng, F., So, K. K. F., Smith, S., Li, J., & Qi, R. (2021). The effect of lodging tax increases on US destinations. *Tourism Economics*, *27*(1), 205-219. Available here

[11] Ibid

5 Caveated Anglesey level economic impact assessment

5.1 As set out in the previous sections, there is insufficient evidence to be able to robustly and accurately model the precise impact of the levy, or what how different scenarios would impact the magnitude of the effect (for example, whether other local authorities also implement a levy).

5.2 Therefore, we have taken a twin track approach to provide book ends (broadly following the Welsh Government approach) and sense checks for the likely range of the effect:

- Caveated reproduction of the Welsh Government approach. This is set out in Section 5.
- Cross checking with the Welsh Government Analysis, accounting for the relative importance of tourism to Anglesey. This is set out in this Section 6.

Caveated reproduction of the Welsh Government approach

5.3 We have taken a similar approach to the Welsh Government 2025 analysis to estimate the impacts at the Anglesey level – as in the Welsh Government approach this includes 'bookends' with two scenarios, one where 0% of the Levy being absorbed by businesses and another where 100% being absorbed by businesses

5.4 The approach is caveated because – as set out in Section 3, there are caveats within the Welsh Government report that also apply here and are in some cases more exaggerated in a local level assessment.

5.5 The key caveats that are relevant to the local level assessment are:

- At a national level, the majority of visitor spending can reasonably be expected to be captured in Wales. That is not the case at a smaller area – for example, some spending of someone who visits Anglesey may be in Gwynedd (and vice versa). For the purposes of this assessment, we assume that all spending is 'lost' from Anglesey and so this a worst-case scenario in terms of the impact on the visitor economy.
- Similarly, the spending of the levy will also have a higher level of leakage as some businesses who benefit from contracts through the spending of the levy may not be based in Anglesey. To be conservative we have assumed a high level (50%) of leakage and tested a lower leakage as a sensitivity test.
- The Welsh Government analysis assume that a change in the price of tourism (i.e. the levy) results in a decrease in demand for tourism. It does not consider changes in visitor spending patterns within the trip (for example reducing other trip costs by the cost of the levy). This is likely to be worst case scenario in respect to the impact of the levy on the Welsh economy (assuming that the PED picks up all of the change in visitor behaviour). The same approach is taken in the local assessment – again this is likely to be worst case.
- There are significant uncertainties in the elasticities – this is the case at a Welsh level and is even more acute if used at a smaller study area. There is no alternative evidence and so we have used the range of elasticities of demand used in the Welsh Government assessment.

- The national level assessment (necessarily) assumed that the levy will be imposed across all of Wales – there will be different impacts if one local authority implements the charge, but its neighbouring authorities do not, compared to if all neighbouring authorities implement the charge. It is not possible to accurately assess what the impact of different combination of local authorities introducing the levy is, but the effect on the magnitude of the impact is considered.
- The scenario where the levy is passes onto businesses does not account for supply-side changes, such as providers exiting the market due to the levy.
- It also does not account for reductions in employment and assumes that the savings are found within the 'value add' of the businesses operations. In reality, it would likely result in a reduction of jobs too.

5.6 As with the Welsh Government analysis, the analysis does not include inflation (it considers the annual impact if the levy was in place in 2024 – the latest year for which data is available), it does not include administration costs, and it does not include costs that are outside of Wales (this means the analysis likely slightly overestimates the impact of the levy, particularly for international visitors – for whom out of Wales costs will be higher).

5.7 Given the lack of evidence, there are assumptions (such as elasticities of demand) where we have not sought to make the assumptions Anglesey specific – but instead have indicated whether the estimates are likely to under or overestimate the impacts, and provided sensitivity tests as appropriate.

5.8 It has been assumed that VAT will be included on the Visitor Levy.

Visitor levy passed entirely on to tourists

5.9 This section assumes that 100% of the visitor levy is passed on to consumers. It first considers the impact of the loss of visitor spending and then considers the extent to which the spending of the levy itself would offset the loss.

The impact of the potential loss of visitor spending

5.10 According to the Great British Tourism Survey, there were 0.28m domestic overnight visitors to Anglesey per year – who spend an average of 4 nights and spend £305 per person per trip.

Table 5.1: Domestic overnight visits to Anglesey

	Total (GBTS) (avg over 2022-2024)
Total visits to Anglesey by domestic overnight visitors	0.28m
Total Anglesey domestic bed nights	1.142m
Average trip length (nights)	4.0
Total Anglesey domestic overnight expenditure (including VAT)	£86.33m
Cost per trip (including VAT)	£305
Cost per night (including VAT)	£76

5.11 The data is not available by accommodation type for Anglesey – i.e. whether those visitors are in the lower band or standard band accommodation for the purposes of the visitor levy.

5.12 However, we can make assumptions on the split based on two datasets:

- Data on the number of bed spaces by accommodation type by local authority – this can be compared to the total bed nights for the GBTS.
- Data on the split of visitors between lower band or standard band accommodation in Conwy and Gwynedd

5.13 Comparing these dataset suggests that that Anglesey has higher occupancy rates than neighbouring local authorities (Gwynedd or Conwy).

5.14 This results in a two scenarios – (1) a lower bound scenario which assumes the same ratio between bed spaces and bed nights in Gwynedd and then scales to meet the Anglesey total bed nights. (2) A core scenario which assumes that the ratio of bed spaces to occupants remains the same for lower band accommodation and the higher occupancy rate in Anglesey is as a result of higher occupancy in standard accommodation. The lower bound scenario is included as a sensitivity test later in this section.

Table 5.2: Domestic overnight visits to Anglesey – split between accommodation types are estimated

UK-resident visitors	Lower bound - (lower standard accommodation)			Core		
	Standard Band (est)	Lower Band (est)	TOTAL (GBTS)	Standard Band (est)	Lower Band (est)	TOTAL (GBTS)
Visitors (trips)	143,800	139,638	283,438	240,710	42,728	283,438
Bed nights	565,204	576,915	1,142,120	950,284	191,836	1,142,120
Average trip length (nights)	3.9	4.1	4.0	3.9	4.5	4.0
Overnight expenditure	£50.57m	£35.76m	£86.33m	£76.23m	£10.09m	£86.33m
Cost per trip	£352	£256	£305	£317	£236	£305
Cost per night	£89	£62	£76	£80	£53	£76

5.15 The Welsh Government 2025 analysis estimated that 22% of those in the Lower Band accommodation were children and so we exempt from the levy. It is assumed that this assumption holds at an Anglesey level – were the proportion of children to be lower the impact of the levy would be higher, and conversely were the proportion of children to be higher the magnitude of the impact of the levy would be smaller.

5.16 The table below include only eligible visitors (i.e. it excludes children visiting lower band accommodation) and also includes the international visitor data (take from the international visitor survey).

5.17 Note that all international visitors are assumed to stay in standard accommodation and so pay the levy. Were there to be children in lower bound accommodation within this group, the magnitude impact of the levy would be smaller.

Table 5.3: All eligible overnight visits to Anglesey – split between accommodation types and visitor type – core scenario

	UK-resident visitors (Standard Band)	UK-resident visitors (Lower Band)	Internat ional
Eligible overnight visits	240,710	33,328	41,497
Eligible Anglesey bed nights	950,284	149,632	218,434
Average trip length (nights)	3.9	4.5	5.3
Eligible Anglesey overnight expenditure (inc VAT)	£76.23m	£7.87m	£25.03 m
Cost per trip	£317	£236	£603
Cost per night	£80	£53	115

5.18 The levy is £1.30 per person, per night for standard accommodation and 75p for lower band accommodation. It is assumed that VAT is charged and so those costs increase to £1.56 and 90p. Based on the average trip length and the total cost per trip, it is estimated that the visitor levy would be between 1.1% and 2.3% of the trip cost depending on trip / visitor type.

5.19 The elasticity is assumed to be -0.74. This is in line with the Welsh Government (2025) appraisal (for the neutral scenario). We have also tested the more pessimistic elasticity (-1.12) and more optimistic elasticity (-0.38) from the Welsh Government appraisal – this range is presented at the end this section.

5.20 As is set out above, there is very little evidence on local level elasticities as a result of visitor levies – the relatively limited analysis that exists is based on national evidence. In the absence of more locally specific evidence the range of multipliers has been applied.

5.21 It should also be noted that elasticity of demand in Anglesey will be affected (to some extent) by whether neighbouring local authorities also introduce the visitor levy – if Anglesey is the only local authority to introduce the levy, the impact on visitor behaviour will likely to be higher (as visitors may choose to go to Gwynedd or Conwy instead) whereas if more local authorities introduce a charge, the impact is likely to be lower.

5.22 Using the neutral multiplier (-0.74) results in a reduction in demand of between 0.8% and 1.7% depending on trip / visitor type.

Table 5.4: Change in demand as a result of the levy – core scenario

	UK-resident visitors (Standard Band)	UK-resident visitors (Lower Band)	International
Levy per person per night (ex VAT)	£1.30	£0.75	£1.30
Levy per person per night (inc VAT)	£1.56	£0.90	£1.56
Average trip length (nights)	3.9	4.5	5.3
Avg per-trip expenditure (inc VAT)	£317	£236	£603
Per trip Visitor Levy:	£5.51	£5.39	£6.82
a) As a % of trip cost	1.7%	2.3%	1.1%
b) Elasticity	-0.74	-0.74	-0.74
Percentage change in consumer demand (a x b)	-1.3%	-1.7%	-0.8%

5.23 This reduction in demand results in a £1.3m reduction in spending by visitors per year (including VAT) and £1.1m (excluding VAT).

5.24 Not all of that spend would have been spent in Anglesey - some would have been spent in other local authorities (either day trips or on the journey) but to be conservative it is assumed that all of the loss is felt in Anglesey. This will overestimate the (negative) impact on the Anglesey economy.

Table 5.4: Loss in trip expenditure – core scenario

	UK-resident visitors (Standard Band)	UK-resident visitors (Lower Band)	Overseas visitors (Standard Band)	Total
Eligible Anglesey overnight expenditure (inc VAT)	£76.2	£7.9	£25.0	£109.1
Percentage change in demand	-1.3%	-1.7%	-0.8%	
Post-trip Visitor Levy Expenditure (£m) (inc VAT)	£75.2	£7.7	£24.8	£107.8
Gross Trip Expenditure Losses (direct) (£m)	-£0.98	-£0.13	-£0.21	-£1.3
Gross Trip Expenditure Losses (direct) (£m)	**-£0.82**	**-£0.11**	**-£0.17**	**-£1.10**

5.25 Based on Welsh Government multipliers for 'accommodation and food' – indirect and induced effects are also included. Again, these would not all have been felt in Anglesey and so this is likely to overestimate (the negative) impact of the loss of expenditure as a result of the levy.

5.26 We apply both a type 1 (which captures direct and indirect effects) and type 2 multipliers (which capture direct, indirect and induced effects) for accommodation and food[12] – this is used as a proxy for all spending and it likely to capture the majority of the spending patterns.

5.27 This results in a loss of between £0.8m and £0.9m of annual GVA per year – which results in the loss of between 22 and 25 FTE jobs.

Table 5.5: Loss in annual GVA and employment as a result of loss of visitor spending – core scenario

	Type 1	Type 2
Change in direct annual output (exl VAT)	-£1.1m	-£1.1m
Multiplier	1.23	1.39
Change in total annual output	-£1.4m	-£1.5m
Ratio of Output to GVA	0.58	0.58
Change in annual GVA	**-£0.8m**	**-£0.9m**
GVA per FTE (accom and food) in Anglesey	£35,492	£35,492
Change in FTE Employment	**-22**	**-25**

[12] This is based on Welsh Government Indicative economic multipliers (input-output tables): 2019

The impact of the Visitor Levy spending

5.28 The visitor levy will result in an increase in economic activity. The visitor levy can be spent on:

- mitigating the impact of visitors;
- maintaining and promoting use of the Welsh language;
- promoting and supporting the sustainable economic growth of tourism and other kinds of travel;
- providing, maintaining and improving infrastructure, facilities and services for use by visitors (whether or not they are also for use by local people

5.29 For the purpose of this assessment, it is assumed that the impact is felt equally across different sectors of the economy (and so Anglesey averages have been used).This could be updated when further information on the type of investment that the visitor levy is spent on is available.

5.30 The Levy would result in £1.6m of additional spending (see Table 5.6) – this accounts for the reduction in demand as a result of the levy and excludes children from the lower band accommodation. Not all of this will be spent with Anglesey employers and so a 50% leakage is applied. This is an conservative estimate (and is likely to overstate leakage) - a lower leakages is included in a sensitivity test.

5.31 Again, we apply type 1 and type 2 multipliers and a ratio of GVA to output[13] – this result in an increase of approximately £0.5m in annual GVA in Anglesey supporting 6-7 FTE jobs (see Table 5.7).

Table 5.6: Loss in trip expenditure and levy revenue – core scenario

	UK-resident visitors (Standard Band)	UK-resident visitors (Lower Band)	Overseas visitors (Standard Band)	Total
Post-levy in scope bed-nights (million)	0.94	0.15	0.22	£1.3
Levy per person per night (ex VAT)	£1.30	£0.75	£1.30	
Visitor Levy Revenue (ex VAT) (£m)	**£1.2**	**£0.1**	**£0.3**	**£1.6**
Visitor Levy Revenue (inc VAT) (£m)	£1.48	£0.13	£0.34	£2.0

[13] Multiplier and ratio based on Welsh Government Indicative economic multipliers (input-output tables): 2019

Table 5.7: increase in annual GVA and employment as a result of spending of the Visitor Levy – core scenario

	Low Scenario - Type 1	High Scenario - Type 2
Visitors Levy revenue (ex VAT) – direct output	£1.6m	£1.6m
Leakage	50%	50%
Visitors Levy revenue (ex VAT) in Anglesey – direct output	£0.8m	£0.8m
Multiplier	1.21	1.33
Change in total output (including direct etc) in Anglesey	£1.0m	£1.1m
Ratio of Output to GVA	0.5	0.5
Change in GVA in Anglesey	**£0.50m**	**£0.55m**
GVA per FTE across all industries (Anglesey)	£80,541	£80,541
Change in FTE Employment in Anglesey	**6**	**7**

Total impact of the Levy

5.32 The combined impact of the levy is the loss of visitor spending plus the increase economic activity as a result of the levy spending in Anglesey.

5.33 In the core scenario that is anticipated to be a £0.3m loss of annual GVA (which is a 0.02% decrease in Anglesey's annual GVA) and the loss of 16 to 18 jobs (which is 0.1% of the Anglesey workforce). Even the core scenario is relatively conservative (pessimistic) as it assumes the Anglesey suffers all of the loss of visitor spending, and only half of the gain from the spending of the levy.

5.34 The core scenario is based on an elasticity of -0.74. Applying Welsh Government's optimistic elasticity (0.38) reduces the impact to the loss of 5-6 jobs and results in an increase in annual GVA of £0.1m.

5.35 Applying a more pessimistic elasticity (-1.12) results in a larger loss of up to 31 jobs and £0.8m annual loss in annual GVA.

Table 5.8: Change in annual GVA and employment combined effect – core scenario

	Lower Bound (based on elasticities)	Core (based on elasticities)	Higher bound (based on elasticities)
Change in annual GVA	**-£0.7m to -£0.8m**	**-£0.3m**	**£0.09m**
Anglesey GVA (2023)	£1,455m	£1,455m	£1,455m
Approx percent of Anglesey Economy GVA	-0.05% to -0.06%	-0.02%	0.01%
Change in FTE Employment	**-28 to -31 jobs**	**-16 to -18 jobs**	**-5 to -6 jobs**
Anglesey FTE Total	18,065	18,065	18,065

Approximate percent of Anglesey Workforce	-0.15% to -0.17%	-0.09% to -0.10%	-0.03%

Sensitivity test and impacts of assumptions

5.36 There are a number of assumptions made above which effect the scale of the impact. The key assumption are set out in the table below, alongside the implications for the magnitude of the impact.

5.37 Two additional sensitivity tests are carried out below – those are set out in Table 5.10.

Table 5.9: Implications of assumptions on likely magnitude of impact

	Sensitivity test	Implication
Split of visitors is as per lower bound in Table 5.2: Lower proportion in standard accommodation	Yes	Tested in sensitivity test – **very little change to magnitude of impact**
Proportion of children in standard accommodation is higher than 22%	No	Lower impact in terms of loss of visitor expenditure (as more children, who are exempt) + Lower impact in terms of spending of levy = **Lower magnitude of impact**
Proportion of children in standard accommodation is lower than 22%	No	Higher impact in terms of loss of visitor expenditure (as fewer children, who are exempt) + Higher impact in terms of spending of levy = **Higher magnitude of impact**
More pessimistic elasticity of demand	Included in Table 5.8 (lower bound)	Included in lower bound above = **Higher magnitude of impact**
More optimistic elasticity of demand	Included in Table 5.8 (higher bound)	Included in higher bound above = **Lower magnitude of impact**
Anglesey only local authority to introduce levy	Not explicitly	Not explicitly but likely to be closer to 'more pessimistic elasticity of demand' = **Higher magnitude of impact**
Anglesey and neighbouring authorities local authority to introduce levy	Not explicitly	Not explicitly but likely to be closer to 'more optimistic elasticity of demand' = **Lower magnitude of impact**
Lower level (25%) of leakage is applied	Yes	Tested in sensitivity test = **Lower magnitude of impact**

Table 5.10: Sensitivity tests

	Core	**Lower proportion in standard accommodation**	**Lower level (25%) of leakage is applied**
Change in annual GVA	**-£0.3m**	**-£0.3m to -£0.4m**	**-£0.05m to -£0.08m**
Anglesey GVA (2023)	£1,455m	£1,455m	£1,455m
Approx percent of Anglesey Economy GVA	-0.02%	-0.02% to 0.03%	< -0.01%
Change in FTE Employment	**-16 to -18 jobs**	**-16 to -18 jobs**	**-13 to -15 jobs**
Anglesey FTE Total	18,065	18,065	18,065
Approximate percent of Anglesey Workforce	-0.09% to -0.10%	-0.09% to -0.10%	-0.07% to -0.08%

Visitor levy entirely borne by the accommodation provider

5.38 This scenario assumes that businesses absorb the cost of the Visitor Levy which means that there is no change to the level of visitors to Anglesey. This means that the businesses absorb £1.96m including VAT (this is worst case as some businesses will pass VAT on).

Table 5.11: Total cost to be absorbed by the business

	UK-resident visitors (Standard Band)	UK-resident visitors (Lower Band)	International	TOTAL
Eligible Anglesey bed nights	0.95m	0.15m	0.2m	1.3m
Levy per person per night (inc VAT)	£1.56	£0.90	£1.56	
Total cost to be absorbed	£1.48m	£0.13m	£0.34m	£1.96m

5.39 Businesses absorb £1.96m of additional cost and this is paid for business revenues – the Welsh Government appraisal assumes that this is 'found' from within the value added and so in the same as GVA. In reality, it would likely there would also be some reduction in jobs.

5.40 The Welsh Government appraisal also assumes that neither input prices change, nor do visitor volumes, nor economic scale. This means that there are no 'Type 1' supply chain multiplier effects. There are however some indirect effects consequent on the Levy squeeze, reducing income to be spent (in part) across the Anglesey economy and so a multiplier of 1.3 is applied to include direct and induced, but excludes indirect GVA. This results in a loss of £2.6m in annual GVA.

Table 5.12: Change in annual GVA due to impact of Levy being absorbed by the business

	TOTAL
Direct annual GVA	-£1.96m
Multiplier (direct and induced, excludes indirect)	1.3
Total annual GVA	-£2.6m

5.41 As set out above, the spending of the levy is expected to result in an increase of £0.5m in GVA per year and an increase of 6 to 7 jobs (accounting for leakage of 50%). This results in a combined impact of a loss of £2.1m in annual GVA and an increase in 6-7 jobs.

Table 5.13: Change in annual GVA and employment combined effect – core scenario

	Annual GVA	Employment
Change due to impact of Levy being absorbed by the business	-£2.6m	0
Change due to spending of the Levy being	£0.5m	6-7 jobs
Net change	**-£2.1m**	**6-7 jobs**

5.42 A sensitivity shows that if leakage were reduced to 25%, the reduction in annual GVA would reduce from -£2.1m to -£1.9m, and the employment change would increase from 6-7 jobs to 9-10 jobs.

Table 5.14: Sensitivity tests

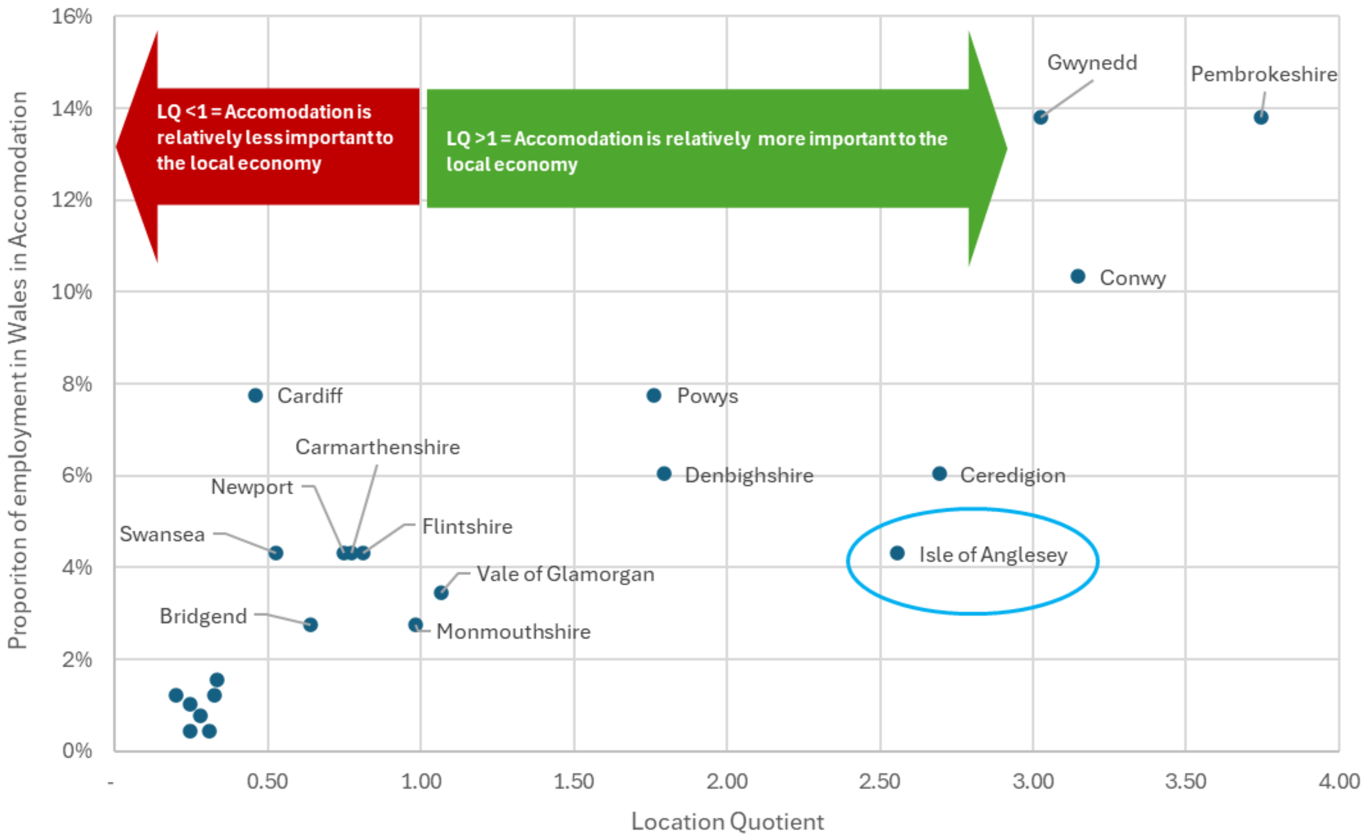
	Annual GVA	**Employment**
Core	-£2.1m	6-7 jobs
Lower proportion in standard accommodation	-£1.9m	9-10 jobs

6 Cross checking with the Welsh Government Analysis, accounting for the relative importance of tourism to Anglesey

6.1 We have therefore also conducted 'sense checks' which uses the overall impact of the Visitor Levy on the Welsh economy (from the Welsh Government analysis) to estimate the likely impact on Anglesey. Note this does not address the caveats with the Welsh Government analysis, or its applicability at a more local level, but it does provide additional confidence in the analysis.

6.2 First, it should be noted that while Anglesey has a relatively small proportion of the overall Welsh tourism market (and therefore employment), its economy is disproportionately reliant on it. This is shown in Figure 5.1 which shows that Anglesey has just over 4% of Wales' total employment in Accommodation but that it has a location quotient of 2.54 which means that accommodation is disproportionately important to the local economy.

Figure 5.1: Accommodation employment in Wales -Location Quotient and proportion of employment in Wales



6.3 The table below shows that based on a number of different measures (employment, bed spaces, visitors); the Anglesey tourism sector is between 3% and 7% of the Welsh tourism economy.

Table 6.1: Anglesey tourism sector as a proportion of Wales total

	Proportion of Welsh total tourism sector
Employment in Accommodation	4.3%
Employment in Accommodation and Food	3.1%
Bedspaces	5.2%
Number of domestic visitors	3.7%
Number of international visitors (excl own home and family and friends)	6.6%

6.4 As a sense check, we have applied this to the findings of the Welsh Government 2024 Appraisal, which found that:

- Across Wales, the Levy would result in between a loss of 100 and -400 jobs
- And a change in annual GVA of between -£7.5m and an increase of £11.1m

6.5 If we applied the range above (3% to 7%) we would expect an impact of between -12 and plus 7 jobs and a change in GVA of between a loss of £0.53m and a gain of £0.78m. This compares to the estimates in Section 5 of -6 to -31 FTEs[14] and between a loss of £0.8m to a gain of £0.09m in annual GVA.

6.6 This approach of pro-rating the Welsh Government analysis would be expected to be higher than the analysis set in Section 5 because prorating the Welsh Government analysis assumes that Anglesey claims its (relative) share of the spending of the visitor levy (once non-regional spending is accounted for).

6.7 The analysis in Section 5 assume that there is leakage of the spending of the Anglesey levy outside of Anglesey and does not account for Anglesey business 'gaining' as a result of the levy from other local authorities (for example an Anglesey business being employed on a project in Gwynedd paid for by the levy).

6.8 It should be noted that these estimates are only indicative – the approached are not like for like. Nonetheless the similarity of the figures provides confidence in the analysis set out in Section 5.

[14] Note this is comparing jobs and FTEs so it's not comparing like for like

Table 6.2: Cross checking compared to Welsh Government Approach - 100% of the Levy passed on

			Pessimistic	Core	Optimistic
Employment	WG approach - Welsh level	Jobs	-400	-140	100
	WG approach - Anglesey level 3%	Jobs	-12	-4.2	3
	WG approach - Anglesey level 7%	Jobs	-28	-9.8	7
	Caveated Anglesey approach (passing Levy onto visitors) – Section 5	FTEs	-28 to -31	-16 to -18	-5 to -6
Annual GVA (£m)	WG approach - Welsh level		-7.5	2.1	11.1
	WG approach - Anglesey level 3%		-0.23	0.06	0.33
	WG approach - Anglesey level 7%		-0.53	0.15	0.78
	Caveated Anglesey approach (passing Levy onto visitors) – Section 5		-0.8	-0.3	0.09

6.9 Taking the same approach for the scenario where businesses absorb the levy, then applying the 3% to 7% range would result in between 11 and 25 additional jobs (compared to 6-7 in Section 5) and between -£1.0m and -£2.3m (compared to -£2.1m in Section 5). Again, it would be expected to be lower given the leakage applied to the spending of the levy.

Table 6.3: Cross checking compared to Welsh Government Approach – 0% of the levy passed on

			Core
Employment	WG approach - Welsh level	Jobs	360
	WG approach - Anglesey level 3%	Jobs	11
	WG approach - Anglesey level 7%	Jobs	25
	Caveated Anglesey approach (businesses absorb) – Section 5	FTEs	6-7
Annual GVA	WG approach - Welsh level		-£32.3m
	WG approach - Anglesey level 3%		-£1.0m
	WG approach - Anglesey level 7%		-£2.3m
	Caveated Anglesey approach (businesses absorb) – Section 5		-£2.1m

7 Conclusion

7.1 The evidence on the impact of visitor levies on local economies is relatively limited, and there are some gaps in data, and therefore this appraisal should be read in that light.

7.2 We have sought to replicate the appraisal methods used by Welsh Government, making them relevant at a local level where possible, and including assumption and caveats transparently. We have also added sensitivity tests and sense checks to add robustness to the appraisal.

7.3 Despite the caveats associated with the evidence base and methodology, we are confident that the impact on the Anglesey will be relatively small in terms of both the impact on employment and annual GVA,

7.4 It is anticipated even with conservative assumptions (i.e. assumptions that could overestimate the negative impact) that:

- A change in employment could be between -31 and +7 – this is between a loss of -0.17% or an increase of 0.04% of employment in Anglesey.
- A change in annual GVA could be between -£2.1m and +£0.09m – this is equivalent to between a loss of -0.14% and an increase of 0.01% of Anglesey's economy.

Table 7.1: Summary of likely impacts

			Likely range
Employment	Caveated Anglesey approach (passing Levy onto visitors)	FTEs	-31 to -5
	Caveated Anglesey approach (businesses absorb)	FTEs	6-7
	Combined range	FTEs	-31 to +7
Annual GVA (£m)	Caveated Anglesey approach (passing Levy onto visitors)		-£0.8 to +£0.09m
	Caveated Anglesey approach (businesses absorb) – Section 5		-£2.1m
	Combined range		-£2.1m to +£0.09m

F2. 2025/07

Isle of Anglesey County Council

Report to:	Executive Committee
Date:	22/09/2026
Subject:	Change to recycling and waste collections
Portfolio Holder(s):	Councillor Ieuan Williams
Head of Service / Director:	Huw Percy Head of Highways, Waste and Property Service
Report Author:	Lois Jones, Senior Waste Management Officer Julie Jones, Service Strategy and Business Manager – Highways, Waste and Property Service
Local Members:	All

A – Recommendations and reasons

Recommendations:

1. To continue to collect residual waste once every 3 weeks by collecting new 180 litre black bins, rather than the current 240litre bins, from 2029.
2. To create more space for recycling by 2029 by:
   a. collecting cardboard and paper together in the top box of the trolley box.
   b. offering additional storage options for recycling additional for cardboard, and / or hard plastic and cans
3. To present a campaign to raise awareness of and understanding for recycling and reuse.
4. To conduct research to extend the material collected for recycling to include soft plastic and other materials.
5. Proceed to develop and submit an outline business case for funding to Welsh Government.

Background:

The Council's Plan 2023-28 commits to establishing a household waste recycling rate of 70% and align with the statutory obligation to achieve that recycling rate by 2024/25 and the Council's Resource and Recycling Strategic Plan. Failure to meet recycling targets can result in a Welsh Government fine of £200 per tonne for every tonne below the target.

The Welsh Government published a Collections Blueprint in 2025, which recommends limiting residual waste collection to 60l per week. This is in line with WRAP Cymru's main recommendation on how the Council can reach the 70% target on the premise that restricting the residual waste capacity will force people to recycle more.

Anglesey's recycling rate for 2024/25 was 65% and it appears that the 2025/26 rate is slightly lower. If the Welsh Government decided to fine the Council for not reaching the target in 2024/25 and 2025/26 the fine would be around £800k. The previous Welsh Government stated that they considered Local Authority plans for reaching the target as a basis for deciding if it is suitable to fine and as a basis for offering grants to introduce changes to reach the target. The current Minister has recently written to the Council Leader in a similar vain in relation to the Council's failure to meet the 2024/25 target.

In January and February 2026, a public consultation was held on 'Possible Changes to the Recycling and Waste Collection Service on Anglesey. Over 4,000 responses were received from across the Island. The full report of the consultation output can be found in Appendix 1 but here is a summary:

- 65% of the responses from households of 3 or less people
- 4% of responses from households of 6 or more, namely those entitled to a larger bin (currently 360l)
- 64% of the responses completed by individuals aged between 35 and 64.
- 76% agree/ strongly agree that achieving the recycling target on Anglesey is important.
- 60% agree/ strongly agree that recycling at home is easy but 24% disagree/ strongly disagree.
- 80% oppose/ strongly oppose changing the black bin collections from every 3 weeks to every 4 weeks.
- 69% agree/ strongly agree that additional storage options would help them recycle more with 23% stating that waste containers are too small
- Analysis of the use of the trolley box and the food and black recycling bins:

	Top box (paper)	Middle box (plastic, cans)	Bottom box (glass, cardboard)	Food bin	Black bin
No answer	0%	0%	0%	1%	0%
Full before collection day	18%	51%	53%	15%	51%
Full	11%	30%	29%	23%	25%
Three quarters full	9%	10%	9%	14%	12%
Half Full	16%	6%	5%	14%	8%
Quarter full or less	34%	1%	2%	6%	4%
Not used	11%	1%	1%	27%	0%

- 8% want to see more additional recycling materials (e.g. soft plastic) collected at the doorstep.

Reasons for the Recommendations:

- 76% agree that reaching the recycling target of 70% is important. The only way to close the current gap of around 5% is to reduce the residual waste volume collected. This aligns with the objectives of the Council's Plan 2023-28 in relation to Climate Change, the Resources and Recycling Strategic Plan 2024-2029, the Zero Net Strategic Plan, and the Well-being of Future Generations Act's requirement to create a Wales that is globally responsible.
- There are two options to reduce the residual volume of waste sent to the Parc Adfer Energy from Waste facility, namely collecting less often, or limiting the amount collected. Waste Management Officers and the collection contractor prefer less frequent collection. The initial modeling work confirms that residual waste collection staff can be moved to the recycling service if the frequency of collection is to be changed to every 4 weeks, and this also avoids the need to invest around £1.1M for new 180l bins and get rid of the old bins. But as 80% are opposed to changing the frequency of black bin collection, the recommendation is to reduce

the volume and continue to collect the black bin every 3 weeks but provide smaller black bins. The old bins would be recycled through a combination of re-purposing and breaking them up to create new material in the same way as other hard plastic. The old bins would be recycled through a combination of repurposing and breaking them up to create new materials in the same way as other hard plastics.

- If the volume of residual waste is to be reduced, it is essential to increase the space available for recycling. This is in line with 69% of the responses who indicated that they agreed that additional storage options would help them to recycle more. Providing additional containers for cardboard and paper and / or cans and plastic would give more recycling space to the households that wish to receive them.
- By introducing more opportunities to recycle, the volume of waste that can be recycled, but is put in the black bin, can decrease. Several Councils in Wales have confirmed that, from their experience, reducing the volume of the black bin has led to residents recycling more and that residents quickly adapt to the change. Limiting the residual waste volume also leads to more food recycling, which is currently at a low level in Anglesey.
- 76% have indicated that their black bin is full on or before collection day but research indicates that it is possible to recycle 80% of household waste. According to research into the composition of Anglesey's waste, the black bin contains 16% dry recycling, 27% food waste, 2% green waste and 7% materials that can be recycled through the recycling centres. This suggests that residents are not recycling everything they could.
- 80% indicate that the middle (cans and plastic) and / or bottom (glass and cardboard) box is full on or before collection day, and only 29% indicate that their top (paper) box is full on or before collection day. Collecting paper and cardboard together in the top box can make better use of the space available in the trolley box and also make collection easier for the collection contractor as they do not have to separate the cardboard and the glass. Collecting paper and cardboard together would not have a significant effect on the price the Council receives when selling them forward.
- As already stated, research suggests that residents do not recycle everything they could. By raising residents' awareness and understanding for recycling, the volume of waste that can be recycled, but is put in the black bin, can be reduced. The 27% who indicated that they do not use the food bin is an example of where a campaign to raise residents' awareness and understanding can have an impact on the recycling rate.
- 8% want to see more materials (e.g. soft plastic) collected at the doorstep. The Welsh Government's Collections Blueprint 2025 identifies the need to consider the proposed Extended Producer Responsibility (pEPR) package requirement to collect soft plastic at the doorstep from 2027 onwards. It is, therefore, considered timely to investigate how additional materials can be collected and processed when considering any other change to the collection arrangements.

It is noted that this is a long-term decision and that it is unlikely that any change to the waste collection and recycling arrangements on the ground can occur for approximately 3 years after a decision has been taken. This is because it is necessary to complete an application for capital funding, create concept and detailed designs for upgrading the infrastructure of recycling and waste centres, seek and receive planning permission, construction work, and license approval. There will also be a need to purchase and distribute recycling/waste containers and additional vehicles to the fleet as the tonnage collected on the doorstep is expected to increase as the weekly volume of the black bin decreases. Although it is possible to introduce moving cardboard to be collected with paper sooner, WRAP Cymru recommends making all the changes involved in a change to the service at the same time, as it will reduce the risk of not being able to cope with the additional recycling (vehicles and processing) and facilitate the change for the customer by having one clear communication plan.

In terms of agreements, it would be necessary to agree a variation to the collection agreement with the contractor and consider financial effects on the agreement with Parc Adfer, as there is a minimum price within that agreement and reducing the volume of residual waste that goes there can mean that the Council pays more for the disposal of less. The current collection agreement ends 31/03/2029 but there is an option to extend that agreement for up to an additional 8 years. The officers' opinion is that it is essential to ensure that there is a firm and stable agreement in place for a period before, during and after introducing any change to the collection arrangements. Trying to procure a new contract at the same time and introducing changes would be a significant risk to the continuity of the waste collection business.

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

Two main options have been considered and ruled out, namely:

- Reduce the volume by collecting the existing 240 liter black bins every 4 weeks
  - 80% of the responses oppose/ strongly oppose changing the black bin collections from every 3 weeks to every 4 weeks.

- Do nothing and receive the annual fine from the Welsh Government.
  - Not having a credible plan to reach a recycling rate of 70% means that the Welsh Government will not consider a request for significant funding to upgrade the recycling and waste centres and decarbonise the fleet and will fine
  - Not consistent with the Council's Plan.
  - The Council would need to fund work worth £10-12m on improvements to keep the recycling centres working. A grant towards this is not likely, without a commitment to increase recycling rates and, therefore, the normal work of collecting recycling and waste would be at risk.

It is noted that the Welsh Government's Collections Blueprint recommends that recycling should be separated out before it is collected. Therefore, collecting all the recycling in one container and dividing it out during processing has not been considered as an option.

C – Why is this a decision for the Executive?

Introducing a significant change to the waste collection and recycling arrangements would affect every home and mean an investment that is beyond what officers can authorise.

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

Approving the above recommendations will ensure a link with the Climate Change Objective of the Council's Plan 2023-28 to establish a household waste recycling rate of 70% and the Resources and Recycling Strategic Plan 2024-29. It is also consistent with the Council's Net Zero Strategic Plan and the Well-being of Future Generations Act.

D – Is this decision within the budget aproved by the Council?

Officers are developing an application for significant capital funding to the Welsh Government, with the Initial Strategic Project Assessment submitted approved to move to the next stage, which is the preparation of an Outline Business Case. The request of around £24m includes support for developing reuse plans, implementing a significant change to doorstep collections (£4m), improvements to the infrastructure of recycling/waste sites (£15m) and changing the recycling/waste collection fleet from diesel to electric (£5m). It was noted that changing the fleet was a separate issue from changing recycling and waste collection arrangements but related.

More detailed financial modelling will be prepared in the Outline Business Case stage and there will be a better understanding of financial needs.

The previous Welsh Government stated that it is likely that the Welsh Government can finance approximately 60% of the costs if the Council submits an application but that application would have to show a commitment to a clear plan to reach a recycling rate of at least 70%.

Dd – Assessing the potential impact (if relevant):

1. How does this decision impact on our long term needs as an Island?

The changes will affect every home on the Island, by reducing the volume of the black bin and giving more space to recycling and will contribute towards the Council's aim to respond to the Climate Change crisis. There are many other elements involved in the change as stated above and the investment will shape/prepare the service for the future, protect the ability to continue to maintain the service day to day, and make Anglesey a better place for future generations to live.

2. Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority? If so, how?

More detailed financial modelling work will be prepared in the Outline Business Case stage but it is anticipated that a financial investment of around £24m will be required if the change is to be realised. As stated, confirming an intention to introduce the change shows the Welsh Government that there is a commitment to reach a recycling rate of 70%, which, in itself, provides an opportunity to apply to the Welsh Government for significant funding. Based on the budget that the previous Welsh Government stated, the Welsh Government would fund approximately £14.4m and the Council would fund approximately £9.6m of the £24m.

In addition, it is anticipated that between £10m and £12m will need to be invested in order to keep the Council's waste processing centres operating effectively over the next few

years. This is to update components that have reached the end of their life and to respond to new legislative needs. Proceeding with the recommendation would offer an opportunity for significant grant money towards this work of protecting business as usual. The grant is only available if the Council can show a clear path to reach the 70% recycling target. EPR income of £2.282m was received in 2025/26 and it is expected that the Council will continue to receive EPR money on a similar scale over the next 5 years. If so, substantial reserve funds to be used as matching funds in relation to any grant from the Welsh Government or for the Council to invest in its waste sites should a grant not be received.

3. Have we been working collaboratively with other organisations to come to this decision? If so, please advise whom.

Welsh Government, WRAP Cymru and Local Partnerships.

4. Have Anglesey citizens played a part in drafting this way forward, including those directly affected by the decision? Please explain how

The public consultation on the possible change to the service has been completed and the response forms the basis of the recommendation. Further work will be carried out with the Children and Young People's Forum since it is future generations that will benefit from or suffer the side effects of the decision.

5. Note any potential impact that this decision would have on the groups protected under the Equality Act 2010.

An Equality Impact Assessment was completed before the consultation period on the basis of keeping 240l bins and collecting them every 4 weeks. The main negative impact identified in that assessment was that the black bins would be heavier and fuller and affect age and disability protected groups. This impact can be reduced through the collection support service and by using smaller bins. Access to information about a change in the service may be more difficult for people with visual impairment or mental health and for those whose first language is not English or Welsh (disability and race/ethnicity/nationality protected groups). This effect can be reduced by preparing a clear Communication Plan. The impact assessment has been updated to reflect changing the bin to 180l and collecting them every 3weeks. No negative impact has been identified in respect of these changes however the impact assessment notes that the need to move additional containers could have a negative impact on individuals who have a disability or who are pregnant. Where households are eligible, this impact can be reduced by subscribing to the assisted collection service.

6. If this is a strategic decision, note any potential impact that the decision would have on those experiencing socio-economic disadvantage.

No impact that proves socio-economic disadvantage has been identified.

The impact assessment will be updated to reflect the recommendations of this report if those recommendations are accepted.

7. Note any potential impact that this decision would have on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

No negative impact on the Welsh language has been identified.

E – Who did you consult and what did they say?

1. Chief Executive / Senior Leadership Team (SLT) (mandatory)	Supports the recommendation
2. Finance / Section 151 (mandatory)	Supports the recommendation
3. Legal / Monitoring Officer (mandatory)	Supports the recommendation
4. Human Resources (HR)	N/A
5. Property	N/A
6. Information Communication Technology (ICT)	N/A
7. Procurement	N/A
8. Scrutiny	
9. Local Members	

F – Appendices

1. Consultation Outcome Report 2. Impact Assessment

Ff - Background papers (please contact the author of the Report for any further information):

Council Plan 2023 – 2028 Council-Plan-2023-to-2028.pdf Resources and Recycling Strategic Plan 2024 – 2029 Resources-and-Waste-Strategic-Plan-2024-to-2029.pdf Report to the Executive, December 2025, on the Waste Collection and Recycling Consultation Waste Collection and Recycling Consultation.pdf WRAP Cymru modelling report, October 2022 Adroddiad Modelu WRAP Cymru Hydref 2022 (Saesneg yn unig).pdf Wales National Waste Composition Initial Results – September 2022 Wales National Waste Composition Initial Result- Medi 2022 (Saesneg yn unig).pdf Isle of Anglesey Container Trial Evaluation Report – July 2024 Isle of Anglesey Container Trial Evaluation Report- Gorffennaf 2024 (Saesneg yn Unig).pdf Review of Waste Management Infrastructure in Anglesey – October 2024 Review of Waste Management Infrastructure in Anglesey- Hydref 2024 (Saesneg yn unig).pdf ISPA Application – January 2026 Cais ISPA- Ionawr 2026 (Saesneg yn unig).pdf

Mae’r ddogfen hon ar gael yn Gymraeg
This document is available in Welsh

Isle of Anglesey Potential Changes to the Recycling and Waste Service Consultation

Analysis of Responses

Research date: April 2026
Project code: COL200-095

About WRAP

WRAP is a global environmental action NGO transforming our product and food systems to create Circular Living. We examine sustainability challenges through the lens of people's day-to-day lives. We transform the systems that provide the products we consume. We catalyse action from policy makers, businesses, NGOs and citizens to make it happen.

Document reference
COL200-095
Isle of Anglesey Potential Changes to Waste and Recycling Strategy Consultation

Written by
Circular Resource Specialists (CRS) Ltd

Table of Contents

1.0 Executive Summary

This report presents the findings from the 2026 public survey undertaken by Isle of Anglesey County Council (IoACC) regarding potential changes to household recycling and waste collection services. A total of 4,177 participants provided quantitative and qualitative responses to a range of 15 question.

The analytical approach included both quantitative assessment and thematic categorisation of open-text responses. A review was also undertaken to assess potential duplicate or anomalous submissions, which found no evidence of widespread misuse.

Overall, the consultation demonstrates strong support for recycling and achieving national recycling targets, but opposition to proposals to reduce residual waste collection frequency from three-weekly to four-weekly. Respondents identified concerns relating to residual waste capacity, recycling container size, household size, hygiene, vermin, and the practicality of storing waste for longer periods. Across the questions, many respondents considered existing recycling capacity to be insufficient. At the same time, a proportion of respondents indicated that increased recycling storage or expanded recycling services could help improve recycling performance.

Demographic data collected as part of the survey showed that larger households and respondents aged 35-64 were overrepresented within the consultation responses compared with the wider Anglesey population, while younger adults and single-person households were underrepresented. Analysis identified consistent relationships between age and waste generation patterns, with younger respondents more likely to report fuller recycling and residual waste containers. Older respondents were more likely to raise concerns regarding hygiene and the practicality of longer collection intervals.

The consultation found that 76% of respondents agreed that achieving Welsh Government's 70% recycling target is important, demonstrating broad support for environmental objectives. However, among those who disagreed, the main reasons included competing personal priorities, scepticism regarding national policy, doubts about the impact of recycling on climate change, and perceptions that service changes were primarily financially motivated.

While 60% of respondents stated that recycling at home is easy, almost one quarter disagreed. The most commonly reported barriers related to lack of space and insufficient recycling container capacity. There was also recurring request for additional materials to be collected at the kerbside, particularly plastic film, batteries, and textiles.

Container fullness analysis showed high utilisation rates for recycling and residual waste containers. Over 80% of respondents reported that plastics/cans and glass/cardboard recycling compartments were full on or before collection day, while 76% stated the same for residual waste bins. Many of these responses came from households containing three or fewer occupants, suggesting that capacity concerns are not limited solely to larger households.

The consultation identified strong support for increasing recycling storage provision, with 69% stating they would recycle more if additional storage options were available.

80% of respondents opposed or strongly opposed the proposed move from 3-weekly to 4-weekly residual waste collections, with 10% expressing support. A concern raised by half of respondents to the related open question, was that households already produce too much residual waste to manage within the proposed collection frequency. Additional concerns included larger household sizes, increased fly-tipping, hygiene issues, vermin, and insufficient recycling capacity. Concerns about longer collection intervals and hygiene increased with age, while middle-aged respondents were more likely to identify household size and waste volume as key barriers.

Finally, the consultation explored whether changes to waste services might affect the Welsh language. Most respondents felt there would be little or no impact. However, some emphasised the importance of maintaining bilingual communications, Welsh-language accessibility, and Welsh-speaking customer service provision. A small number identified indirect impacts relating to community interaction, employment, or broader demographic change.

2.0 Summary

2.1 Overview

To meet Welsh Government's statutory recycling targets and demonstrate its ambition for its recycling and waste infrastructure within the county, in 2024 Isle of Anglesey County Council (IoACC) carried out a detailed Options Appraisal. This appraisal assessed the best-performing and most cost-effective method for increasing capture of dry recycling and food waste from its kerbside collections. This included changes to residual waste collection frequencies/capacity.

In early 2026, the Authority undertook a public consultation on the actions identified from the options appraisal. The consultation included fifteen questions gathering both quantitative and qualitative information from participants. In total 4,177 responses were received. The following document presents the results and key findings.

The consultation itself contained a range of questions, some of which allowed responders to include their own thoughts and issues. In these instances, the responses have been assessed and grouped into common themes.

3.0 Analytical Approach

This section outlines the approach to analysis, including a review of the quality and representativeness of responses alongside the categorisation of quantitative and qualitative data to allow for meaningful outputs.

3.1 Misuse

A data integrity review was undertaken to assess whether any respondents may have submitted multiple entries to the consultation. The review examined all consultation responses for potential duplicate or anomalous submissions using a combination of:

- repeated IP address analysis;
- repeated postcode and IP address combinations;
- timestamp pattern review;
- comparison of repeated submissions from the same source for closely clustered timings; and
- comparison of free-text and response-pattern similarity across potentially related entries.

A small number of repeated IP/postcode clusters were identified and subjected to closer examination. An additional, manual review of these assessed whether they indicated deliberate duplicate submissions or legitimate multiple responses from the same household or shared internet connection. The analysis found:

- no evidence of widespread duplicate or fraudulent submission activity;
- no exact duplicated full response records;
- no cases where repeated submissions demonstrated strong evidence of copied or replicated response content.

In a limited number of instances, multiple responses originated from the same household internet connection; however, these showed materially different response patterns and are considered more likely to represent separate legitimate respondents from within the same household than duplicate manipulation.

3.2 Methodology and Categorisation

Quantitative data from closed questions (including yes/no responses, ranking questions, and option-based selections) were aggregated and analysed to produce summary outputs such as counts and percentages.

Responses to qualitative (open-ended) questions were reviewed in detail. For each question, a structured set of categories was developed to reflect the key themes and issues raised by respondents.

Both the quantitative data and the categorised qualitative responses were analysed, with charts, tables, and graphs produced to clearly present the findings. Each section includes a narrative summary to highlight key patterns, draw out nuances, and provide interpretation in the context of the emerging strategy.

Where relevant, cross-cutting themes and recurring issues identified across multiple questions were examined in more depth, with additional commentary provided. This includes consideration of links to specific topic areas and, where appropriate, variations by respondent type (for example, demographic characteristics).

For ease of presentation, some percentage values have been rounded – and therefore some totals may equal +/- 1% point either side of 100%.

Use of Other / Not Relevant in categorisation

During the process of categorising the open questions it was found that some comments fell into two groupings – 'Other' and 'Not Relevant', these are described below along with the method of integrating them in the results:

- **Other:** these are responses that are relevant to waste services/activities in general but are either too specific or individual to the respondent, that they do not justify or require a separate category. In most cases, these are grouped and included in the analysis tables.

- **Not Relevant:** these are comments that have no relevance to the question being asked or the waste strategy in general. The numbers for these are included in the analysis tables for completeness.

4.0 Questions and Responses

4.1 Question 1: Do you agree or disagree with the following statement: “Achieving Welsh Government’s recycling target of 70% on Anglesey is important”?

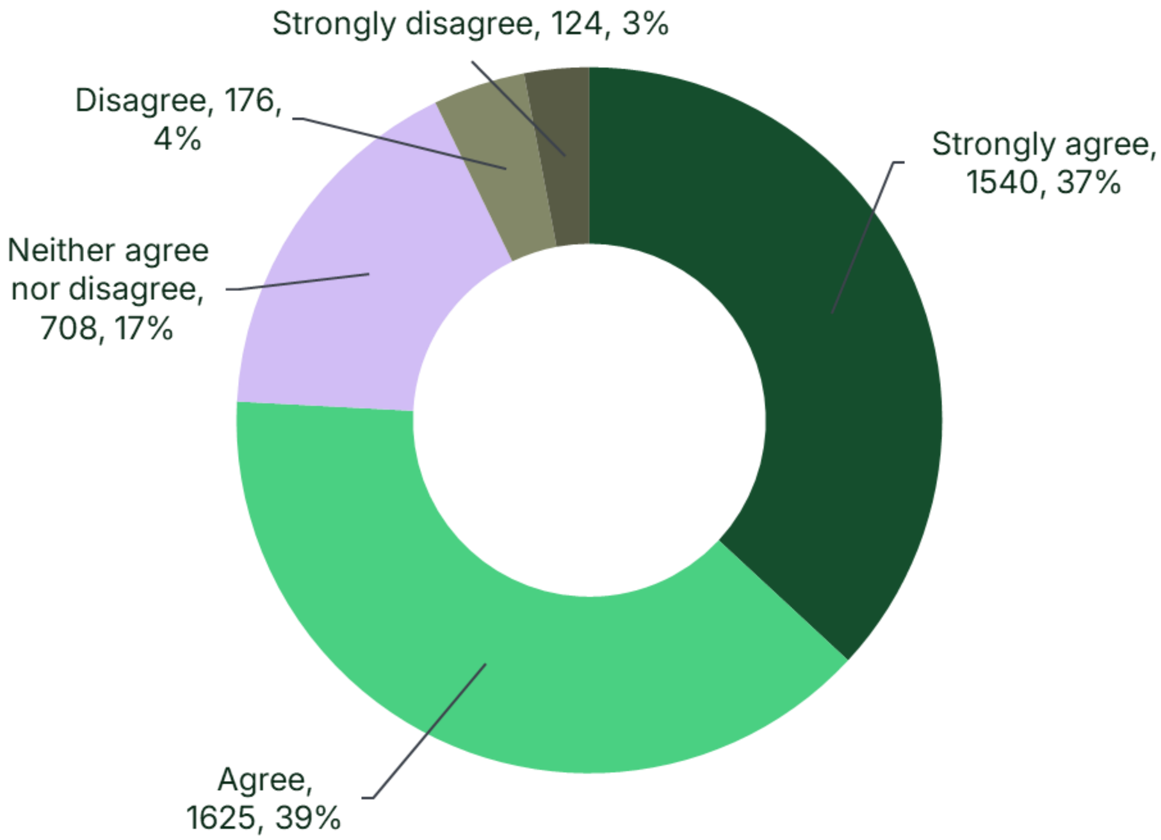


Figure 1: Achieving Welsh Government’s recycling target of 70% on Anglesey is important

Both the number and proportion of responses are shown in the figure above. Overall 4,173 people responded to this question, 76% of whom either agreed or strongly agreed. Only 7% disagreed or strongly disagreed, while 17% neither agreed nor disagreed.

4.2 Question 2: Why do you feel it is not important to meet Welsh Government's recycling target of 70% on Anglesey?

Those who responded to Question 1 stating that they did not consider it important for Anglesey to achieve its Welsh Government target of 70% were asked to state why. 300 people responded to question 1 saying that they either disagreed or strongly disagreed that achieving Welsh Government targets were important – 272 of those provided the following responses as to why they thought this:

Table 1: Comments on importance of recycling targets

Category	Count	%
Other priorities	49	18%
National policy - scepticism	43	16%
Other	40	15%
Not relevant	35	13%
Scepticism about impact	21	8%
Global impact	20	7%
National policy	18	7%
Cost saving motive	17	6%
Lack of personal responsibility/interest	12	4%
Already doing enough	8	3%
Want a different service profile	5	2%
Want more materials recycled	4	1%

Of the responses, 18% stated that they felt that they had other, more important priorities in their lives than meeting recycling targets.

A further 16% highlighted scepticism with the validity of Wales's national policy. Many of these expressed the thought that a 70% target was an arbitrary figure, and that the selection of this target was not based on any scientific data. This indicates a lack of awareness from respondents about the research and compositional analysis carried about by WG to underpin the targets and add contribution to climate change priorities.

15% of people provided answers specific to personal circumstance that did not fit into any defined category and are classed in Other, and a further 13% provided answers that, although related to waste and recycling, were not relevant to this specific question.

7% of responses stated that they felt recycling – on both local and an all-Wales level – would have little impact on the threat of climate change on a global scale. A further 7% felt that national policy needed to change – mostly to reduce the amount of packaging and increase recyclability of materials.

6%stated that this exercise was purely so IoACC could save money.

4% indicated that they had no interest in recycling, while 3% felt that they were already recycling enough.

2% felt that a different service type would support meeting targets, and 1% wanted to see more materials recycled at the kerbside (generally plastic film, which is expected to be introduced as part of Welsh national policy in 2027).

4.3 Question 3: Do you agree or disagree with the following statement: "Recycling at home is easy"?

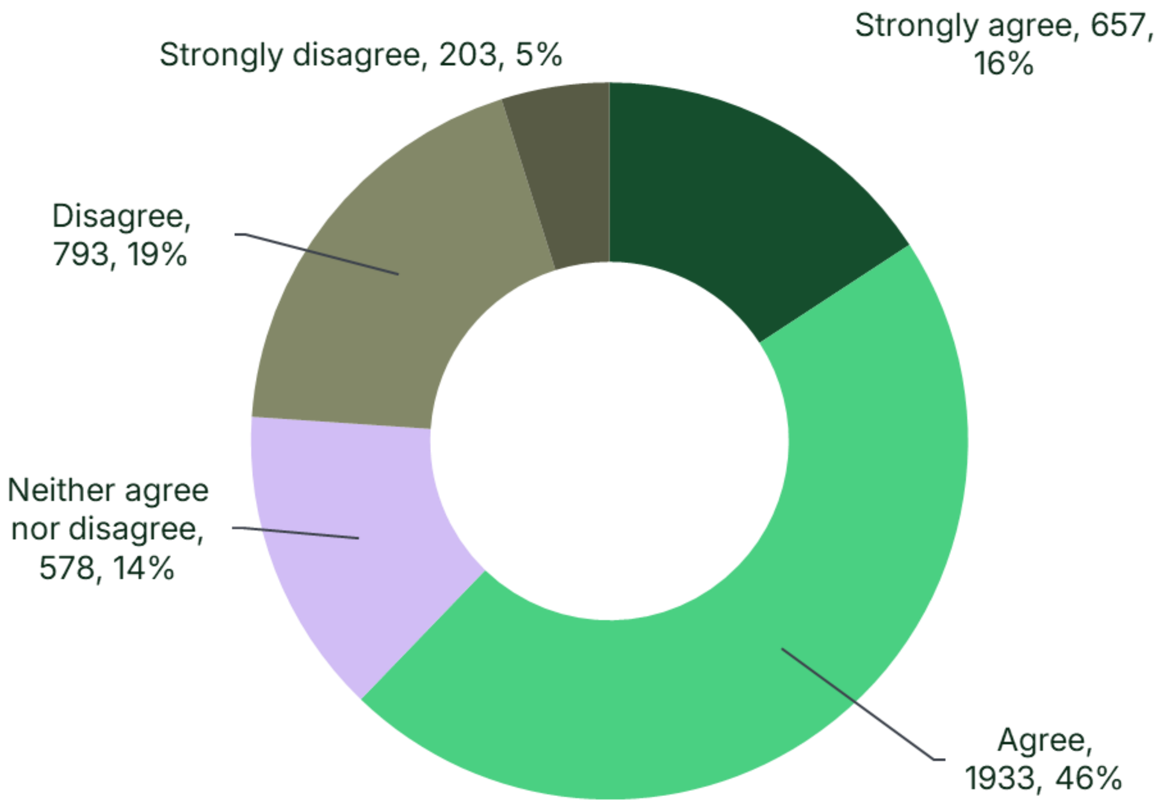


Figure 2: Recycling at home is easy

60% of people either agreed or strongly agreed that recycling at home is easy. 24% felt that it is not, and a further 14% neither agreed nor disagreed.

4.4 Question 4: Why do you find recycling difficult?

Those who stated that they found recycling difficult were provided with the following range of options. Please note that people were able to respond to more than one of the options.

Question 4 provided the following options for a Yes or No response (please note: question 4.1 was not included in the public consultation):

- 4.2. Not enough space / recycling containers are too small.
- 4.3. Unsure what can and can't be recycled.
- 4.4. Don't produce much recycling.
- 4.5. Recycling is messy and unhygienic.
- 4.6. Limited indoor storage before putting materials outside.
- 4.7. Physical difficulties (lifting, carrying, mobility).
- 4.8. Not interested in recycling.
- 4.9. Other (please explain).

Figure 3 shows the number of people who replied Yes or No to questions 4.2-4.8 above out of the 996 who disagreed/strongly disagreed with question 3.

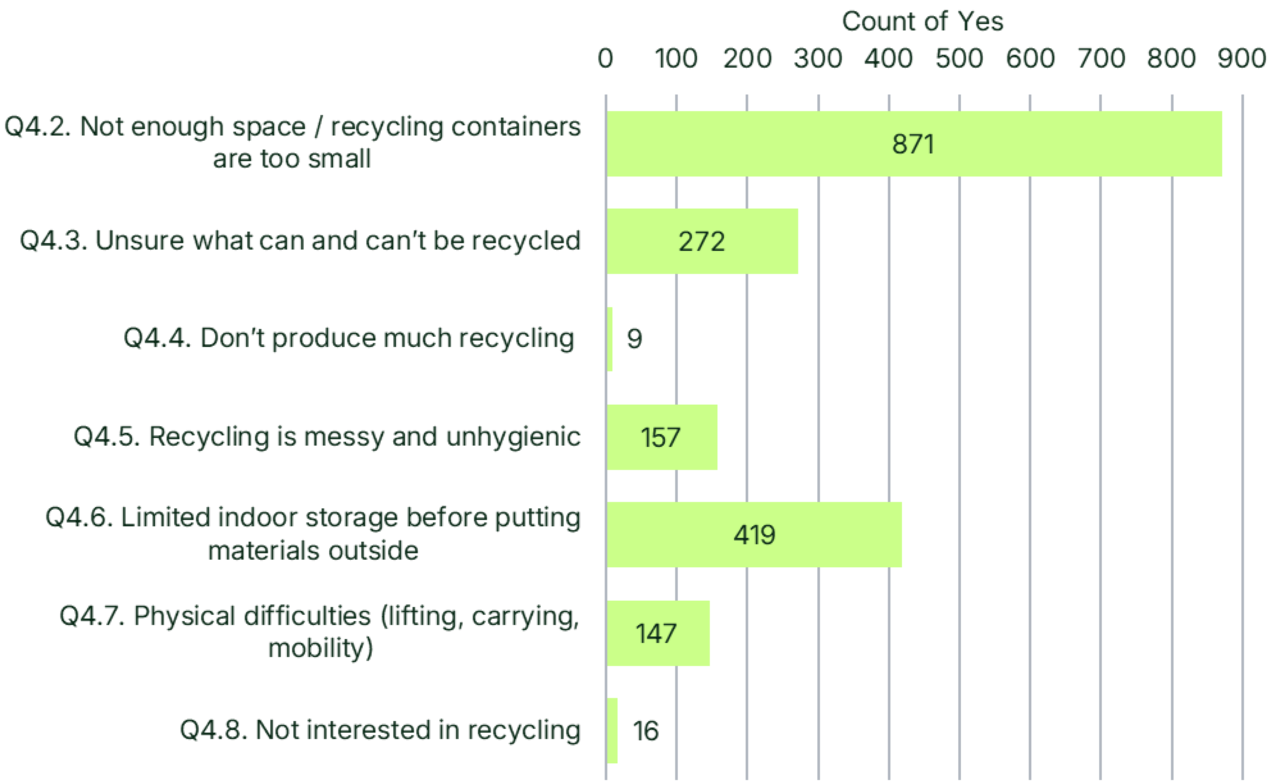


Figure 3: Why do you find recycling difficult? (Count of Yes - total respondents = 996)

871 of the 996 (87%) who disagreed/strongly disagreed with question 3 stated that they did not have enough space and that the Trolley Box is too small. This is consistent with responses to Question 10, where 23% stated that their main concern was that capacity for recycling was insufficient.

272 of the 996 (27%) stated that they were unsure about what could be recycled.

Only 9 of the 996 (>1%) stated they don't produce much recycling.

157 of the 996 (16%) said that they found recycling difficult because of perceived hygiene issues.

419 of the 996 (42%) said that storage of containers was an issue for them.

147 of the 996 (15%) highlighted physical issues relating to moving materials for collection.

Only 16 of the 996 (2%) said they were not interested in recycling.

For Question 4.9 "Other (please explain)", 437 participants provided a response, these have been categorised and summarised in Table 2 below.

Table 2: Other comments on recycling difficulties

Category	Count	%
Containers too small	75	22%
Container issues	61	18%
Collection Issues	49	14%
Want more materials recycled	48	14%
Want a different service profile	40	12%
Other	33	10%
Not relevant	9	3%
Household size	7	2%
Physical limitations	7	2%
Space for container storage	7	2%
Vermin/pest concerns	3	1%
Hygiene	2	1%
Time/effort required	2	1%
Household-specific waste streams	1	0.3%
Lack of knowledge/confusion	1	0.3%
Other LA services	1	0.3%
Overly complicated service	1	0.3%

In total, 54% raised collection-related issues as to why they found recycling difficult. These included that the Trolley Box was too small for all recyclables (22%), that they had issues with the Trolley Box – generally that they blow around in the wind and/or are easily damaged – (18%), and that they had collection issues – mostly collection crews not servicing collections properly or damaging containers – (14%).

14% of respondents wanted more materials recycled at kerbside, a number of these highlighted plastic film, while others wanted the reinstatement of battery and textile collections.

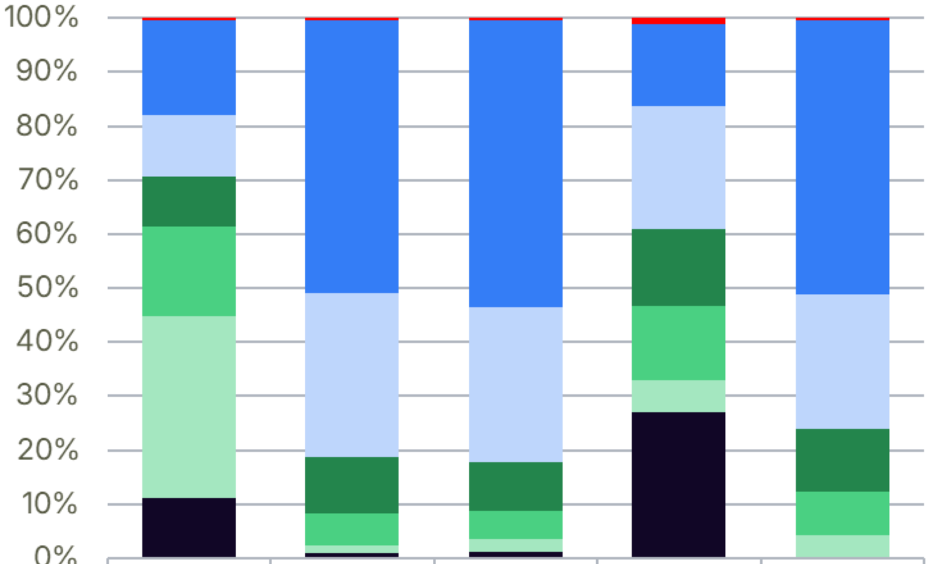
12% felt that a different method of collection (generally a single bin for collecting recycling co-mingled together) would make recycling easier.

10% of people provided reasons that did not fit into specific categories, and the remaining categories received very few combined responses.

4.5 Question 5: How full are your recycling boxes, food bin and black bin when they are collected?

Question 5 provided the following options for response (options and responses are shown in Figure 4):

- 5.1. Top box of recycling trolley (paper)
- 5.2. Middle box of recycling trolley (plastic, cans)
- 5.3. Bottom box of recycling trolley (glass, cardboard)
- 5.4. Food bin
- 5.5. Black bin



	Top box of recycling trolley (paper)	Middle box of recycling trolley (plastic, cans)	Bottom box of recycling trolley (glass, cardboard)	Food bin	Black bin
No Answer	0%	0%	0%	1%	0%
Full before collection day	18%	51%	53%	15%	51%
Full	11%	30%	29%	23%	25%
Three quarters full	9%	10%	9%	14%	12%
Half full	16%	6%	5%	14%	8%
Quarter full or less	34%	1%	2%	6%	4%
Don't use	11%	1%	1%	27%	0%

Figure 4: How full are your recycling boxes, food bin and black bin when they are collected?

4.5.1. Trolley Box

Top Box: 29% of respondents state that their paper container is full on or before collection day. While this is lower than the other Trolley Box compartments, it may indicate smaller volumes of paper are being produced compared to other dry recyclables.

Middle Box: 81% say that their plastics and cans container is full on or before collection. Further analysis of these respondents shows 58% of these are from households with 3 or less occupants. A large incidence of smaller households reporting issues with available capacity may indicate that the Trolley Box might be too small to contain the amount of dry recycling produced by most households.

Bottom Box: 82% of people said that their glass and cardboard container was full on or before their collection day. Of these 57% were from households of 3 or less. As above, such a large incidence of smaller households reporting issues with available capacity may indicate that the Trolley Box might be too small to contain the amount of dry recycling produced by most households.

4.5.2. Food Waste

23% of respondents stated that their food bin was full on collection day with only 15% of respondents stating that their bin was full before collection day.

At current levels of capture, capacity would appear to be sufficient for most households.

27% of respondents stated that they do not use the food waste bin.

4.5.3. Residual Waste

Black bin: 76% of responses indicated that black bins were full on or before collection day.

Of those that stated their bins were full on collection day, 93% were from households with 1-4 residents.

Of those that stated their bins were full before collection day, 79% were from households with 1-4 residents.

Some of the potential reasons for so many residents of households of four or less say their bins are already full on or before collection are that they are not fully using their weekly recycling and food waste service, or that they do not have sufficient room within their Trolley Box and are having to dispose of recyclables in their residual waste.

4.5.4. Age analysis

Analysis of reported container fullness by age range identified a consistent relationship between age and how full containers were on collection day. Across all waste and recycling streams, younger respondents generally reported fuller containers than older respondents. This trend was strongest for the black residual waste bin and mixed recycling containers, where respondents aged 18-44 were considerably more likely to report containers being “full” or “full before collection day”. Respondents aged 65 or over were more likely to report containers being only partially full at collection time.

The findings suggest that younger households may generate higher volumes of both residual waste and recycling materials, potentially reflecting differences in household size, consumption patterns, occupancy levels, or packaging use. The relationship between age and fullness was weaker for paper recycling than for other waste streams, indicating less variation between age groups for paper volumes. Overall, the analysis demonstrates a moderate but consistent association between younger age groups (18-44) and higher reported container utilisation across the collection system.

4.6 Question 6: Do you agree or disagree with the following statement: "You would be able to recycle more if Isle of Anglesey County Council provided additional storage options?"

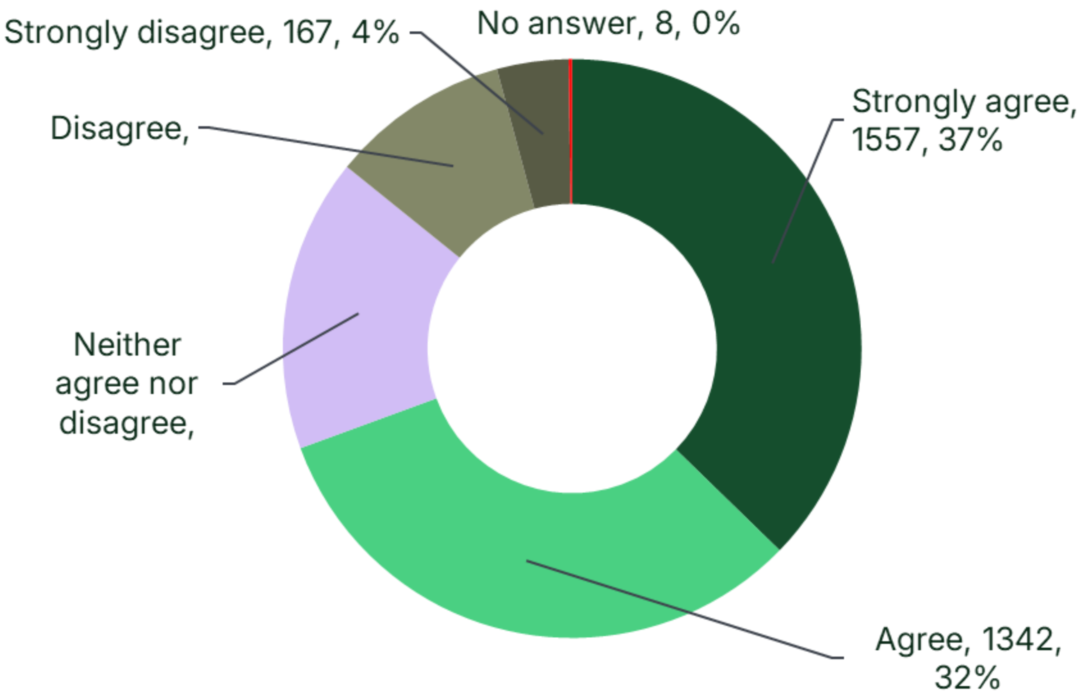


Figure 5: You would be able to recycle more if Isle of Anglesey County Council provided additional storage options?

69% of respondents stated that increased storage would encourage more recycling. It should be noted that an increase in the amount recycled would result in a commensurate reduction in residual waste, therefore reducing pressure on residual waste capacity.

4.7 Question 7: Why do you feel you would not recycle more if Isle of Anglesey County Council provided you with additional storage options for your recycling?

562 responses were received for this question.

Table 3: Other comments on recycling difficulties

Category	Count	%
Already recycle enough	165	29%
Containers sufficient	103	18%
Not relevant	73	13%
Other	63	11%
Space for container storage	50	9%
Too much residual waste	33	6%
Want more materials recycled	31	6%
Want a different service profile	14	2%
Container issues	8	1%
Collection issues	7	1%
Education and awareness	5	1%
Household size	3	1%
Hygiene	3	1%
Time constraints	3	1%
Other LA Waste Services	1	0.2%

Those who stated that they would not recycle more with additional storage were asked to provide reasons why. Out of the 585 Disagree or Strongly Disagree responses received, 562 people responded to this.

29% stated that they already recycle enough.

18% stated that the available capacity within the Trolley Box was sufficient. When checked, 81% of these responses were from households of 3 or less and would therefore produce less recycling than larger households.

9% said they would not have space for additional storage. 6% said that they had too much residual waste, and another 6% said they wanted a wider range of materials collected within kerbside recycling.

13% of response were deemed not relevant to the question and a further 11% of responses were too specific to be categorised and are classed as Other.

4.8 Question 8: Do you support or oppose changing the black bin collection from every 3 weeks to every 4 weeks?

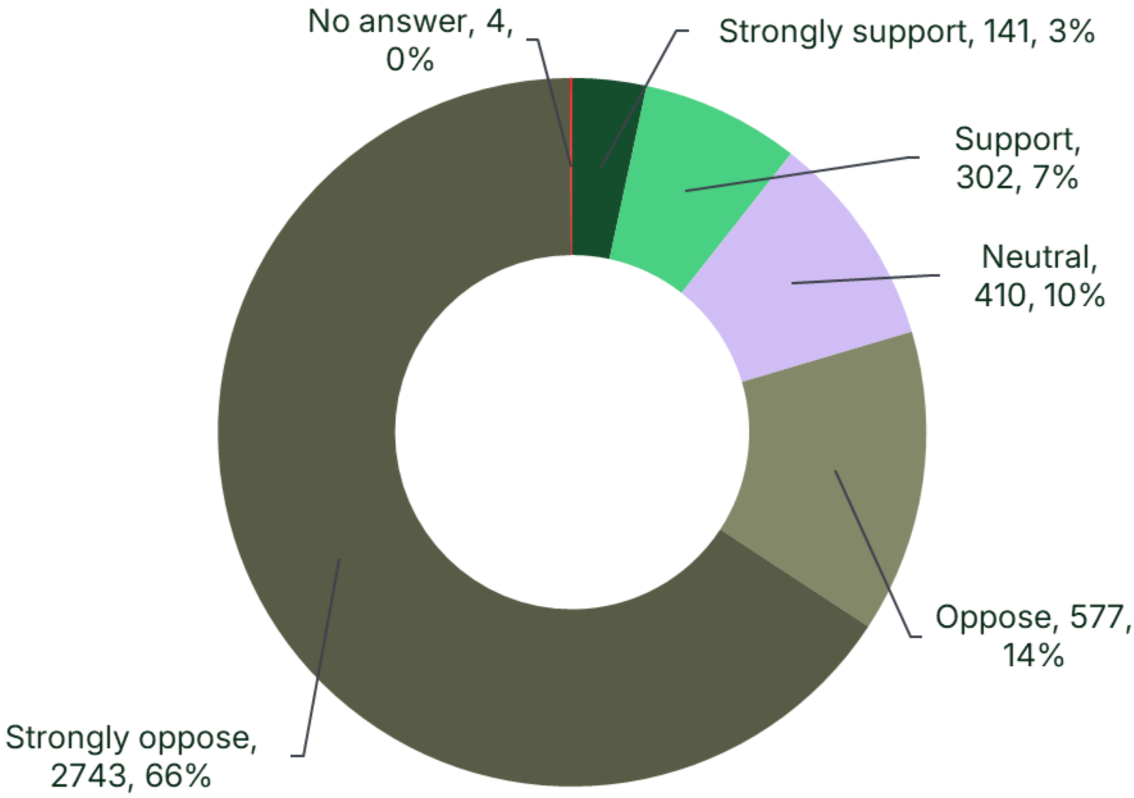


Figure 6: Do you support or oppose changing the black bin collection from every 3 weeks to every 4 weeks?

4,029 people responded with 2,743 strongly opposing and 577 opposing – in total 80% of all responses. 410 (10%) were neutral, and 443 (10%) either supported or strongly supported.

4.9 Question 9: Why do you oppose changing the black bin collection from every 3 weeks to every 4 weeks?

3,245 responded to this open question and their feedback is summarised in Table 4 below.

Table 4: Other comments on recycling difficulties

Category	Count	%
Too much residual waste	1607	50%
Household size	441	14%
Increased fly-tipping concerns	261	8%
Hygiene	198	6%
Collection frequency too long	154	5%
Vermin/pest concerns	123	4%
Containers too small	116	4%
Other	101	3%
Council tax / cost cutting	92	3%
Household-specific waste streams	48	1%
Want more materials recycled	33	1%
Want a different service profile	22	1%
Collection issues	12	0.4%
Education and awareness	12	0.4%
Other LA waste services	11	0.3%
Space for container storage	10	0.3%
General opposition	2	0.1%
Inconvenience	1	0.03%
National policy	1	0.03%

Those who opposed or strongly opposed were asked why. 3,462 responses were received for this question – more than the 3,320 who opposed or strongly opposed in Question 8.

50% stated that they had too much residual waste. Larger households will naturally produce more waste than smaller ones. An analysis of these responses showed 62% of people who said they had too much residual waste were from households of 3 or less. While this may indicate that households of all sizes can struggle with residual waste capacity, there is also the potential that the points raised in section 4.5.3 above apply, which include households not fully utilising their recycling food waste service, and trolley box capacity issues.. It should be noted that over a quarter (27%) of respondents stated that they do not use their food waste bin.

A further 14% said that their household was too large to comply with the restriction – 13% of households in the county are larger than 5 or more (StatsWales, 2024). However, it should be remembered that the authority already has a concession available for larger households to be provided with a bigger residual waste bin providing the household can demonstrate that it participates in the dry recycling and food waste services.

8% had concerns about increased fly tipping. 6% stated hygiene issues. 5% felt the collection frequency was too long. 4% raised concerns about vermin and pests (generally rats and seagulls). 4% felt that the Trolley Box was too small. 3% of answers were too specific to be categorised and fall within 'Other'. A further 3% reiterated the belief that the service change was based on cutting the cost of council services.

1% cited household-specific waste streams as an issue to either capacity or hygiene. This was generally pet waste, although some referred to nappies, for which a designated, separate collection already exists.

1% also wished for a wider range of materials to be recycled at kerbside. As before, this was largely plastic film, although a number of people wanted the reinstatement of battery and textile collections.

A further 1% stated that they felt that a single bin with co-mingled recycling would enable more recycling; however, there is an extensive evidence base[1] of data from across the UK that shows Welsh authorities with separate recycling and stringent residual restrictions achieve the highest yields of dry recycling and food waste of all local authorities across the four nations.

4.9.1. Age Range Analysis

A concern across all age groups was "Too much residual waste", accounting for approximately 44-58% of responses in each age category. There were also some age-related patterns:

- Respondents aged 25-44 were much more likely to raise "Household Size" concerns, particularly those aged 35-44.
- Older respondents (particularly 65 or over) were more likely to mention "Hygiene" concerns. Around 12.6% of respondents aged 65+ raised hygiene issues, compared with only around 3-5% in younger age groups.
- "Collection Frequency Too Long" increased steadily with age, suggesting older residents may be less comfortable with longer storage periods between collections.
- "Containers Too Small" was more commonly raised by respondents aged 25-64 and was less common among older respondents.

[1] Welsh Government, *Collections blueprint*, 2025, Annex 3 (https://www.gov.wales/collections-blueprint-2025)

- "Increased Fly-tipping Concerns" appeared consistently across most adult age groups, generally around 7-9%, indicating this concern is broadly shared rather than age-specific.

The analysis may suggest that opposition reasons are shaped partly by life-stage factors. Families in middle age groups are more concerned about waste volumes and household capacity, whereas older residents are more likely to focus on hygiene, comfort, and the practicality of storing residual waste for longer periods.

4.10 Question 10: Please tell us about any worries, suggestions or household circumstances that might affect how you recycle and manage waste.

3,011 responses were received for this question with a wide spread of responses summarised in Table 5 below.

Table 5: Other comments on recycling difficulties

Category	Count	%
Containers too small	700	23%
Container issues	250	8%
Want more materials recycled	244	8%
Different service profile	205	7%
Other	186	6%
Increased fly-tipping concerns	157	5%
Collection issues	153	5%
Vermin/pest concerns	151	5%
Too much residual waste	140	5%
No problems	133	4%
Others not participating	110	4%
Large cardboard	97	3%
Household size	90	3%
Hygiene	70	2%
Education and awareness	69	2%
Household-specific waste streams	55	2%
Space for container storage	55	2%
Other LA waste services	48	2%
Collection frequency too long	47	2%
Not relevant	37	1%

Category	Count	%
National policy	10	0.3%
Reuse and repair	3	0.1%
Lack of storage space	1	0.03%

In terms of challenges and/or issues with the service:

23% stated that the Trolley Box had insufficient capacity (consistent with Question 4). 8% raised issues with the Trolley Box (adverse weather, damage etc.), and a further 8% wanted a wider range of materials to be collected at the kerbside.

5% listed collection issues, of these 90 of the 153 responses included one or more comments relating to littering as a result of collections, damaged returned containers, difficulties for the householder handling containers (due to age/physical abilities).

3% stated the inability to recycle large cardboard was a barrier/concern. In total, issues around collections of recycling aggregate to 47% of responses.

5% stated that increased fly tipping was a concern. Another 5% raised concerns about vermin and pests. Compared to other questions the number of respondents that stated they had too much residual waste was lower, also at 5%.

4% of respondents stated that they would have no problems with 4-weekly collections. A further 4% said that they themselves would be able to comply with 4-weekly collections but had concerns that others would not – and that this would lead to other issues such as increased fly tipping or vermin/pests.

Respondents stating household size as a barrier or concern was lower at 3%, as was hygiene concerns at 2%.

Included amongst their responses, 11 of the participants also raised issues relating to the quality of food caddy liners supplied.

4.11 Question 11: What is your postcode? This helps us to understand different trends in different parts of Anglesey.

4053 respondents provided full or partial postcode details, with the distribution shown in Figure 7 below.

One response was shown to be in Gaunton, England, which was retained due to the negligible impact on the analysis.

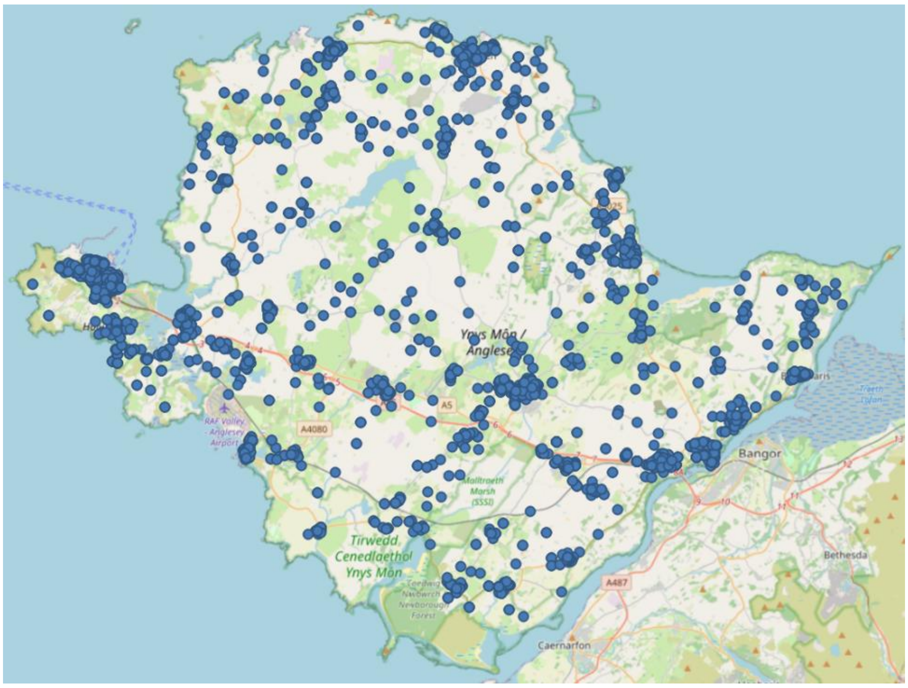


Figure 7: Distribution of responses

4.12 Question 12: How many people live at your address?

Household size data supplied is summarised in in Figure 8 on the following page. Over half of respondents had been 2-3 people living at their address and over one third have 4 or more.

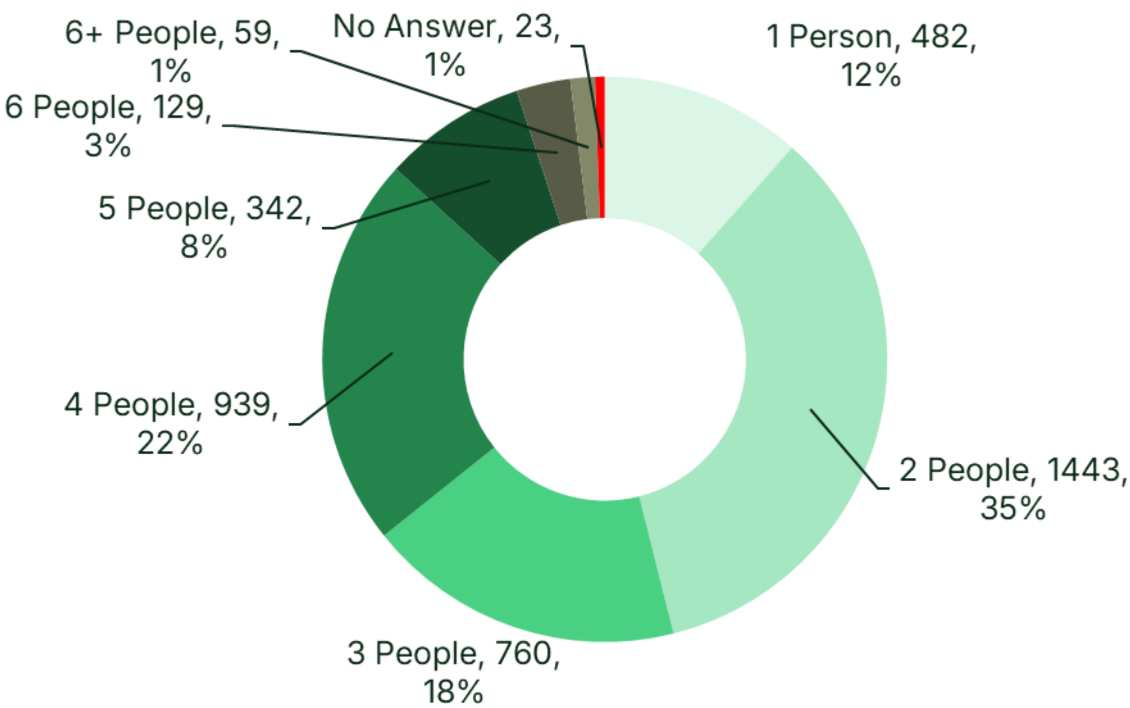
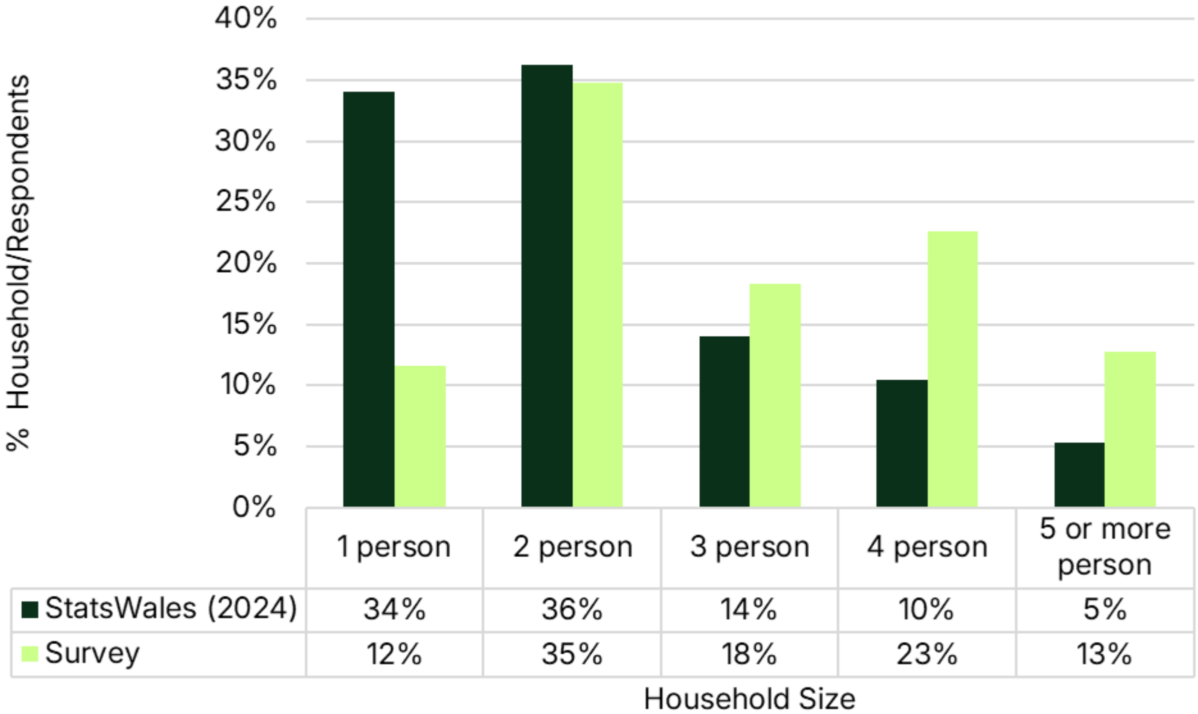


Figure 8: How many people live at your address?

The household size data was compared against the latest available demographic data on household sizes in Isle of Anglesey (StatsWales, 2024), to assess the representativeness of the survey responses. The proportion of household size from the survey responses compared to StatsWales data is shown in Figure 9.



	1 person	2 person	3 person	4 person	5 or more person
StatsWales (2024)	34%	36%	14%	10%	5%
Survey	12%	35%	18%	23%	13%

Figure 9: Survey household size representativeness

It shows that 1 person households are underrepresented in the survey responses - 12% of responses compared to 34% of total household in the area, with 4 and 5+ households largely overrepresented, 23% and 13% compared to 10% and 13% respectively. This over-representation of larger household size and under-representation of smaller household sizes may be indicative of the nature of the change being consulted upon, as reduction in residual capacity/collection frequency is likely to be perceived by larger households as more of an issue - incentivising a response.

4.13 Question 13: What is your age range?

Age data supplied by respondents is summarised in in Figure 10.

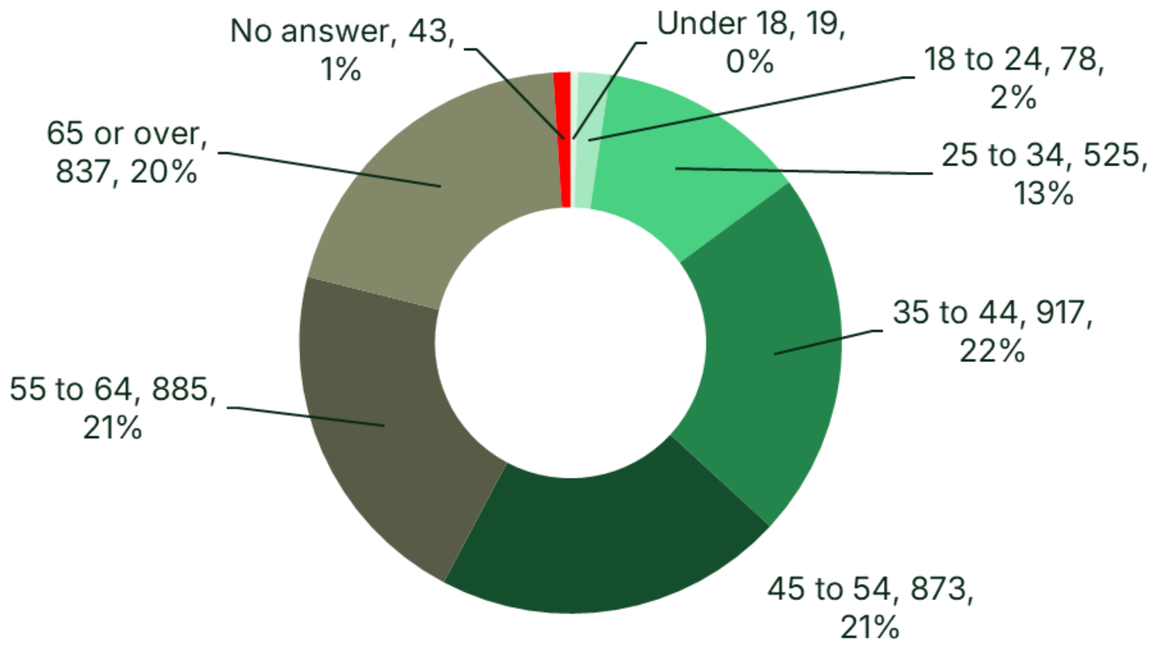
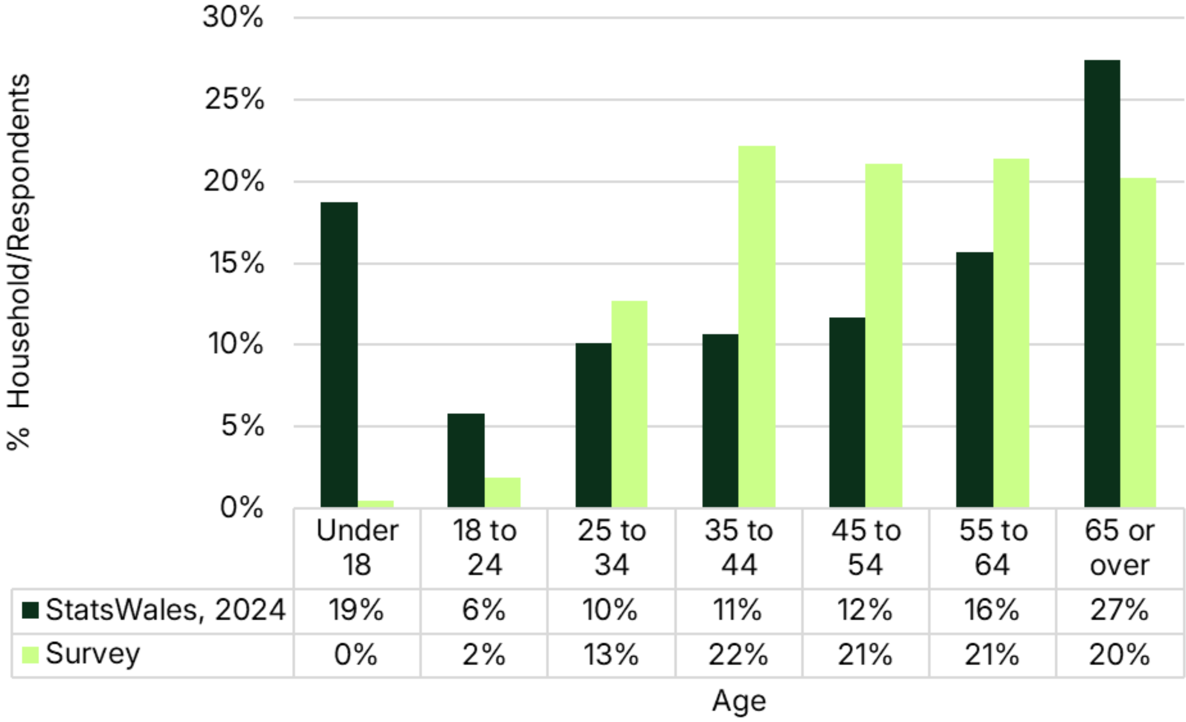


Figure 10: What is your age range?

A comparison of respondent age data supplied by respondents against existing age statistics for Isle of Angles (StatsWales, 2024) was carried out and is shown in Figure 11.



	Under 18	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or over
StatsWales, 2024	19%	6%	10%	11%	12%	16%	27%
Survey	0%	2%	13%	22%	21%	21%	20%

Figure 11: Survey age representativeness

The results indicate a moderate sampling bias toward respondents aged 35–64, with under-representation of both younger adults and older age groups. While this non-representative demographic distribution can be typical of voluntary consultation responses[2], it may influence the overall findings, particularly where attitudes and behaviours vary by age. As such, the findings should be interpreted as more reflective of the views of working-age households, who might typically be more engaged in waste management activities.

4.14 Question 14: Do you use any of these services? Choose all that apply to you.

Respondents had the following services to choose from:

- 14.1. Assisted collection.
- 14.2. Child nappy collection.
- 14.3. Hygiene waste collection.
- 14.4. None of them.

Results are shown in Figure 12.

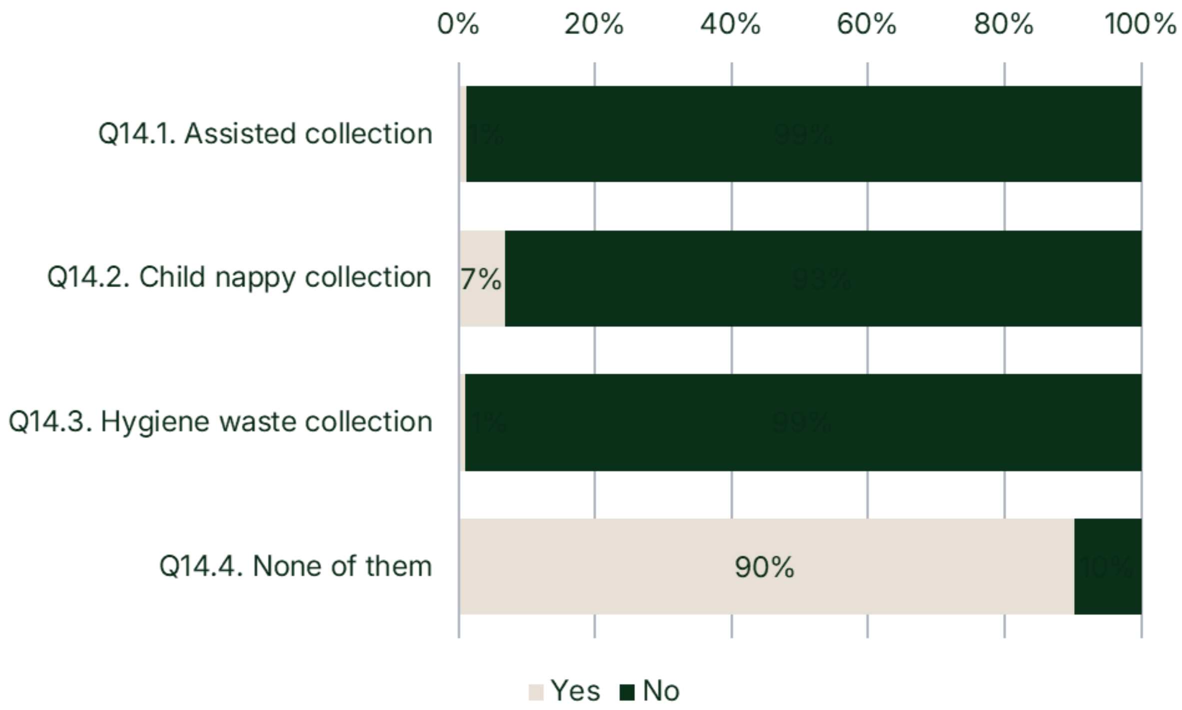


Figure 12: Which service do you use?

[2] Groves et al., 2009; ONS guidance on survey bias

As can be seen, only 10% of respondents stated they used any of the services.

4.15 Question 15: Do you think any changes to the recycling and waste collection service would affect the Welsh language?

An additional question asking respondents their thoughts on the effects changes to the recycling and waste collection service might have on the Welsh language was included. Respondents were asked to consider:

- Opportunities for people to use the Welsh language,
- Making sure the Welsh language is treated the same as the English language,
- How any positive effects on the Welsh language can be increased,
- How any negative effects on the Welsh language can be made better.

Most respondents did not believe that changes to recycling and waste collection services would have any impact on the Welsh language, with many respondents stating simply “no”, “none”, or “no effect”, or “not relevant”.

A smaller number of respondents emphasised the importance of continuing to provide information, signage, and customer communications in both Welsh and English, in line with existing standards. Some suggested minor enhancements, such as clearer bilingual labelling on bins, ensuring Welsh-speaking staff are available, or using service changes as an opportunity to promote the language through visibility and everyday usage. These responses indicate general support for the Welsh language, but within the context of maintaining current provision rather than linking it directly to service changes.

A small number of responses identified indirect effects. These tended to focus on reduced opportunities for casual interaction (e.g. fewer conversations with collection crews if services are less frequent), potential impacts on local employment for Welsh speakers, or broader socio-economic factors such as population change. A small number also highlighted wider concerns about the Welsh language unrelated to waste services, such as housing pressures or demographic change.

Title of the assessment: Potential Changes to the Recycling/ Waste Service

Version	Date	Summary of the changes
1	28/07/2026	First Draft
2	13/08/2026	Retain 3 weekly collections using smaller bins

This is a working document and will be revised on a regular basis. There will be an opportunity for stakeholders as to contribute to the impact assessments.

Background

1. What is being assessed?

How potential change to the recycling/ waste collection service will impact the householder. The changes that's being considered are:

- Provide householders with an optional additional kerbside containers to recycle excess recycling.
- Changes to the trolley box configuration. To minimise sorting, Cardboard & Paper would be collected together.
- Reducing the average weekly available volume of 'black bag' waste from 80litres to 60litres by changing residual waste bins (black bins) from 240ltrs to 180ltrs. Collection frequency will be kept at 3 weekly.
- Significant additional infrastructure will be required at the Council's recycling/ waste reception sites in order to process additional recycling.
- Renew the current diesel collection fleet with electric vehicles to introduce a carbon neutral service.

The changes that would have a direct impact on the householder are having optional additional kerbside containers, changes to the trolley box configuration and changing the black bins from 240ltrs bins to 180ltr bins.

2. Is this a new or existing proposal?

New

3. What are the aims and purpose of this proposal?

The aim of the potential changes is to increase Anglesey's recycling rate to 70%+. Every Council must meet Welsh Government recycling targets of 70% or face monetary penalties.

There is a clear commitment in the Council Plan 2023-2028 to establish a waste recycling rate of 70% and Key Priority 2 of the Council's Resources and Recycling Strategic Plan commits to increase Anglesey's recycling rates.

Historical evidence has proven that providing householders with more opportunities to recycle, combined with limiting the available space for 'black bag' type waste has increased recycling rates significantly.

4. Who is responsible for the proposal being assessed?

Chief Waste Management Officer

5. Who is the lead officer for carrying out this assessment?

Principal Waste Management Officer

6. Who else is taking part in this assessment?

• Head of Service for Highways, Waste and Property. • Service Strategy and Business Manager. • Policy and Welsh Language Manager. • A 6 week public consultation on a potential service change has taken place between January and March 2026. The result has shaped this EIA.

7. Is there a link between this proposal and other areas of work? For example, are there any other proposals or policies that you should take into account when assessing the impact?

Yes- this proposal is consistent with the Council Plan 2023-28 and the Resources and Recycling Strategic Plan 2024-29. The proposal also aligns with the Waste Hierarchy and Welsh Government's ambitions set out in Beyond Recycling Strategy.

8. Does the proposal relate to how the Council complies with the public sector general duty in relation to the groups protected by the Equality Act 2010? As a rule, any proposal that has an impact on people is likely to be relevant.

☒Yes

☐ No

If you are of the opinion that the proposal is NOT relevant, it is important that you are able to justify the decision and record the reasons.

9. Is the proposal a strategic decision? If so, the socio-economic duty applies – more details on this can be found in Appendix 1.

Yes

10. Who would be affected by the proposal, adversely or positively; directly or indirectly?

Householders, Council Staff, Biffa(Contractor).

The Welsh Language

To help you answer questions 11-14, the corporate impact assessment guidance lists a series of questions that you should consider when looking at how the proposal will have an impact on the Welsh language in general. The extent to which these questions apply will depend on the proposal in question. However, **a more**

comprehensive assessment of the impact on the Welsh language will need to be carried out if:

- you are looking at the Council's main policies, strategies, plans or guidance; or
- your initial response to the above questions raises any concerns or evidence suggesting that the proposal would treat the Welsh language less favourably than the English language or negatively affect people's opportunities to use the Welsh language.

A separate template and the Welsh Language Commissioner's good practice advice document are available on MonITor.

11. Does this proposal ensure that the Welsh language is treated no less favourably than the English language, in accordance with the Council's Welsh Language Policy?

Yes – all public communication and materials relating to the proposal will comply with Welsh language standards and the Council's Welsh language policy.

12. Is there an opportunity here to offer more opportunities for people to learn and/or use the Welsh language in their day to day lives?

No

13. Will this proposal proactively offer services in Welsh to users?

Yes – all public communication and materials relating to the proposal will comply with Welsh language standards and the Council's Welsh language policy.

14. Is this proposal likely to protect and promote the Welsh language within communities?

No

Human Rights

The 16 fundamental rights are listed in Appendix 2.

15. Are there any human rights issues that need to be considered? If so, what are they? For example, would the proposal result in a failure to safeguard the right to privacy?

No human rights issues have been identified.

Well-being of future generations

Descriptions of the well-being goals are listed in Appendix 3.

16. Does the proposal achieve any of the seven national well-being goals outlined in the Well-being of Future Generations (Wales) Act 2015?

☒A prosperous Wales
☒A resilient Wales
☒A healthier Wales
☒A more equal Wales
☒A Wales of cohesive communities
☒A Wales of vibrant culture and thriving Welsh language
☒A globally responsible Wales

The armed forces

Councils must pay due regard to the impact of their proposals on those who serve or have served in the armed forces, along with their families. Some examples of issues to consider are available in Appendix 4.

17. Is this proposal likely to have an impact on those who serve or have served in the armed forces? If so, what is the impact and can it be mitigated?

No

Engagement, consultation and evidence

A pre-engagement and consultation checklist is available on MonITor.

18. What has been done so far in terms of engagement and consultation in relation to this proposal?

A consultation to gather views of householders took place for 6 weeks during January- February 2026. An EIA on the impact of a 4 weekly black bin collection was completed in January 2026. This is an alteration of the previous EIA as the proposed change is now to exchange the current black bins for a smaller bins and keep the collection frequency at every 3 weeks.

To meet the requirements of the Welsh language standards, when publishing consultation documents, the document must consider and seek an opinion regarding the impact of the proposal on the Welsh language. Standard wording is available in the guidance accompanying this template.

19. Have you, or do you intend to, ask questions about the Welsh language as part of the consultation?
☒Yes
☐No

20. What other information have you used as part of your assessment? List any reports, websites etc used.

You can set out your findings under the relevant groups when answering question 21 below.

Consulted with other local authorities

21. Are there any gaps in the information gathered so far? If so, how will these be addressed?

None identified

The likely impact and mitigating actions

22. Please note below any likely impact on the individual groups and what steps can be taken to reduce negative impacts or reinforce positive impacts.

Age: ☐Negative ☒Positive ☒No impact

Children's rights – The United Nations Convention on the Rights of the Child is an international treaty that protects the human rights of children under the age of 18. If your proposal applies to children, you are advised to give due regard to these rights as part of your impact assessment. More information can be found in the guidance document accompanying this template (available on MonITor - page 10).

Please give reasons (including evidence to support the findings) and set out any further action that can be taken:

Changes to the trolleybox configuration could have a positive impact on older householders as collecting the Cardboard & Paper together in the top box will make participating easier as less sorting is required.

The additional kerbside container for excess recycling is optional and if the householder does not generate a lot of additional recycling, then they will not need to place an additional container out for collection.

Potential difficulties in accessing information e.g. people with visual impairments or lack of understanding of information around service changes. Communication plan would be completed and consideration to older householders will be given i.e. drop-in session would be arranged to ensure that householders with reduced IT knowledge/ access are informed of the changes.

As the collection frequency is kept the same the “on the ground” impact to the public is minimal as no significant change to the collection round will be made.

Disability: ☒Negative ☒Positive ☒No impact

Please give reasons (including evidence to support the findings) and set out any further action that can be taken:

Changes to the trolleybox configuration could have a positive impact on householders with disabilities as collecting the Cardboard & Paper together in the top box will make participating easier as less sorting is required.

The additional kerbside container for excess recycling is likely to be a weighted sack which some with physical disabilities may find difficult to carry. However, these additional containers are optional and if the householder does not generate a lot of recycling, then they will not need to place an additional container out for collection. Having an optional additional container for recycling could also benefit anyone who has large quantities of medical waste delivered in recyclable packaging (e.g. home dialysis equipment). Householders with a physical disability may be eligible for an assisted collection service which could negate the requirement to carry the additional container.

Potential difficulties in accessing information e.g. people with visual impairments or lack of understanding of information around service changes. Communication plan would be completed and consideration to householders with disabilities will be given i.e. drop-in session would be arranged to ensure that householders with reduced IT knowledge/ access are informed of the changes and paper information leaflet will be posted to households on Anglesey.

As the collection frequency is kept the same the “on the ground” impact to the public is minimal as no significant change to the collection round will be made.

Sex: ☐ Negative ☐ Positive ☒No impact

Please give reasons (including evidence to support the findings) and set out any further action that can be taken:

The ability to access and use the proposed new services should not adversely affect this protected characteristic.

Gender reassignment: ☐ Negative ☐ Positive ☒No impact

Please give reasons (including evidence to support the findings) and set out any further action that can be taken:

The ability to access and use the proposed new services should not adversely affect this protected characteristic.

Pregnancy and maternity: ☒Negative ☒Positive ☒No impact

Please give reasons (including evidence to support the findings) and set out any further action that can be taken:

The additional kerbside container for excess recycling is likely to be a weighted sack which some pregnant or new mothers may find difficult to carry. However, these additional containers are optional and if the householder does not generate a lot of recycling, then they will not need to place an additional container out for collection.
Smaller 180l bins will be lighter and should make it easier for pregnant and new mothers to move the bins than the current larger bins.

Race (including ethnicity and nationality):
☒Negative ☐ Positive ☒No impact

Please give reasons (including evidence to support the findings) and set out any further action that can be taken:

The additional kerbside container for excess recycling is likely to be a weighted sack which some pregnant or new mothers may find difficult to carry. However, these additional containers are optional and if the householder does not generate a lot of recycling, then they will not need to place an additional container out for collection.
Smaller 180l bins will be lighter and should make it easier for pregnant and new mothers to move the bins than the current larger bins.

Religion or belief: ☐ Negative ☐ Positive ☒No impact

Please give reasons (including evidence to support the findings) and set out any further action that can be taken:

The ability to access and use the proposed new services should not adversely affect this protected characteristic.

Sexual orientation: ☐ Negative ☐ Positive ☒No impact

Please give reasons (including evidence to support the findings) and set out any further action that can be taken:

The ability to access and use the proposed new services should not adversely affect this protected characteristic.

Marriage or civil partnership: ☐ Negative ☐ Positive ☒No impact Please give reasons (including evidence to support the findings) and set out any further action that can be taken: The ability to access and use the proposed new services should not adversely affect this protected characteristic.

The Welsh language: ☐ Negative ☐ Positive ☒No impact Please give reasons (including evidence to support the findings) and set out any further action that can be taken: The ability to access and use the proposed new services should not adversely affect this protected characteristic.

Human rights: ☐ Negative ☐ Positive ☒No impact Please give reasons (including evidence to support the findings) and set out any further action that can be taken: The ability to access and use the proposed new services should not adversely affect this protected characteristic.

Any other relevant issue: ☐ Negative ☐ Positive ☒No impact Please give reasons (including evidence to support the findings) and set out any further action that can be taken:

The Socio-Economic Duty: Please complete the section below if the proposal is a strategic issue (more details about the duty can be found in Appendix 1)

Is the proposal likely to cause inequalities of outcome resulting in socio-economic disadvantage? ☐ Yes ☒No Please give reasons (including evidence to support the findings) and set out any steps to mitigate any negative impact):

NB: There are clear links between discrimination and social disadvantage. If any such issues come to light in the assessment of non-strategic proposals, you should give them due regard and record them above under the relevant protected group, or under 'any other relevant issue'.

Conclusions

23. Identify the main negative impacts that have been identified and how they are intended to be mitigated (ie a summary of the relevant answers to question 21).

Evidence of negative impact could make the proposal illegal. If you have identified a significant negative impact, you should consider whether the proposal can be taken forward at this time.

No significant negative impact identified in this EIA as the on the ground change to the public is minimal. The changes to collection rounds and collection dates will be minimal and the changes to the recycling collection has highlighted that the change will be positive. Access to information about possible changes to service may be more difficult for people with visual and mental impairments and those for whom English or Welsh is not their first language (protected characteristics of disability and race). This impact may be mitigated through a clear Communication Plan.

24. Describe any steps taken, or intended to take, to maximise promotion of:

    - equality
    - the Welsh language,
    - the well-being of future generations

    and, if applicable, any action to improve outcomes for those facing socio-economic disadvantage (ie a summary of the relevant answers to question 21).

All materials and services relating to the proposal will comply with relevant legislation and policy requirements.

25. Would any element of the proposal be contrary to the well-being aims of the Well-being of Future Generations (Wales) Act 2015? (These are listed in Appendix 3)

No

26. Is it necessary to look at what could be done differently, or reconsider the proposal entirely?

27. Is there a strategy for dealing with any impacts that are not illegal but cannot be avoided or mitigated?

N/A

Outcome of the assessment

There are four possible outcomes (more details are available in our guidance document) :

☐ **No major change:**
The assessment shows that the proposal is robust. The evidence shows no potential for discrimination or adverse impact. All opportunities to promote equality and foster good relations have been taken, subject to continuing monitoring and review.

☐ **Adjust the proposal:**
The assessment highlights potential problems or missed opportunities. The proposal has been adjusted to remove barriers and/or better promote equality.

☒ **Continue the proposal:**
The assessment highlights the potential for adverse impact or missed opportunities to promote equality. You have clearly set out the justification for continuing it. You have included the justification in the assessment and the justification is in accordance with the duty to have due regard.

☐ **Stop and remove the proposal:**
The proposal shows actual or potential unlawful discrimination. The proposal will be removed or changed.

Approval of the proposal

The ultimate decision-maker must have sufficient information about the outcome of the assessment and must take this information fully into account throughout the decision-making process.

28. Will the proposal be adopted/forwarded for approval? Who will make the decision?

Full Council

29. Are there monitoring arrangements in place? What are those arrangements?

The decision will be subject to scrutiny by the Council's Scrutiny Committee. It is unlikely that any change to the waste and recycling collection service that will impact householders for around 3 years after the decision has been taken.

Suitable monitoring of the role out and impact it has will be developed and implemented before the changes impact householders.

Action plan

Please provide details here of any actions planned following completion of the assessment. Any changes made to reduce or eliminate a likely or actual negative impact should be included, together with any arrangements to collect data or carry out further research.

Ref	Action	Lead officer	Timetable

Appendix 1 - Socio-economic duty

What is the Duty?

The overall goal is to achieve better outcomes for those who suffer socio-economic disadvantage. In making strategic decisions such as deciding on priorities and setting objectives, due regard must be paid to the need to reduce inequalities in outcomes associated with socio-economic disadvantage.

Who is likely to experience socio-economic disadvantages?

Socio-economic disadvantage can be disproportionate in 'communities of interest' and also in 'communities of place', leading to increased inequality, and a cross-section of the two can exacerbate this:

Communities of interest – groups with common experience, eg being homeless or people with the same identity, eg single parents, carers. Also people who share one or more of the protected characteristics listed in the Equality Act 2010.

Communities of place – people who are connected to each other because of where they live, work, visit or spend a significant amount of their time there.

Intersectionality – essentially, intersectionality is about understanding how characteristics such as sex, race or class can interact and lead to a unique disadvantage in a particular situation. Certain types of discrimination cannot, and should not, be understood separately from each other. Adopting a truly intersectional approach ensures that this doesn't happen.

When will the Duty apply?

When making **strategic decisions**. The Welsh Government has provided some examples of strategic decisions (the list is not exhaustive):

- Strategic direction and intent
- Strategies developed in regional partnership boards and public service boards that affect the functions of public bodies
- Medium to long-term plans (for example, corporate plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Changing and developing public services
- Strategic financial planning
- Procurement and commissioning decisions
- Developing strategic policies.

More detailed guidance on this Duty is available on MonITor.

Appendix 2 – Human rights

Human rights are rights and freedoms for all individuals, regardless of their nationality or citizenship. There are 16 fundamental rights in the Human Rights Act 1998 – all taken from the European Convention on Human Rights. For the purpose of the Act, they are referred to as 'Convention Rights':

(Article 1 is an introduction – it is not incorporated into the Human Rights Act)

Article 2: The right to life
Article 3: Prohibition of torture
Article 4: Prohibition of slavery and forced labour
Article 5: The right to liberty and security
Article 6: The right to a fair trial
Article 7: No punishment without law
Article 8: The right to respect for private and family life
Article 9: Freedom of thought, conscience and religion
Article 10: Freedom of expression
Article 11: Freedom of association and assembly
Article 12: The right to marry
Article 14: Prohibition of discrimination
Article 1 of Protocol 1: Protection of property
Article 2 of Protocol 1: The right to education
Article 3 of Protocol 1: The right to free elections
Article 1 of Protocol 13: Abolition of the death penalty

Appendix 3 – Well-being of Future Generations (Wales) Act 2015

This act is about improving the social, economic, environmental and cultural well-being of Wales. Public bodies need to make sure that they consider the impact their decisions will have on people living their lives in Wales in the future. The act sets out seven well-being goals:

A prosperous Wales:
An innovative, productive, low-carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A resilient Wales:
A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales:
A society where people's physical and mental wellbeing is maximised and where choices and behaviours that benefit future health are understood.

A more equal Wales:
A society that enables people to achieve their potential no matter what their background or circumstances (including their socio-economic background and circumstances).

A Wales of cohesive communities:
Attractive, viable, safe and well-connected communities.

A Wales with a vibrant culture where the Welsh language is thriving:
A society that promotes and protects culture, heritage and the Welsh language and encourages people to participate in the arts and sport and leisure activities.

A globally responsible Wales:
A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing so could positively contribute to global well-being.

Appendix 4 – Armed Forces Act 2021

Councils must pay due regard to the impact of their proposals on those who are serving or have been serving in the armed forces, as well as their families.

Here are some examples of the types of issues to consider when answering question 17:

- Would the individual be considered local if they had not been in the armed forces?

- Has the individual or family had to move because of the armed forces and therefore had to go to the bottom of a waiting list?

- Does the child or children need extra support because they have moved school frequently or their parent is abroad?

This page is intentionally left blank