ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Governance and Audit Committee
Date:	4 December 2025
Subject:	External Audit – Monitoring Report
Head of Service:	Carys Edwards Head of Profession HR and Transformation 01248 752502 CarysEdwards@ynysmon.gov.uk
Report Author:	Gwyndaf Parry Programme, Business Planning & Performance Manager 01248 752511 GwyndafParry@ynysmon.gov.uk
Nature and Reason for Reporting: The Governance and Audit Committee is receiving this report in line with its Terms of Reference – • 3.4.8.11.3 The Committee will oversee external audit arrangements, comment on the scope and depth of external audit work and ensure it gives value for money. It will consider external audit reports **and will monitor their recommendations**; and • 3.4.8.13.1 The Committee will receive and consider reports from any other regulators or inspectors, which will be a useful source of assurance. The purpose of this report is to assure the Committee that the recommendations attached to the external audit reports have been given due consideration by the Council Services and that the relevant ones are being implemented in a meaningful way.	

Introduction

1. In order to demonstrate good governance, this report details the council's response to external audit reports and associated recommendations published by regulators.

2. Updates are provided against the work the council has undertaken since the last report that was presented to this committee in December 2024.

Recommendation

3. That the Governance and Audit Committee:

   a. Considers the report and accepts the responses and updates as an accurate reflection of the Council's work against the related recommendations.

External Audit – Monitoring Report

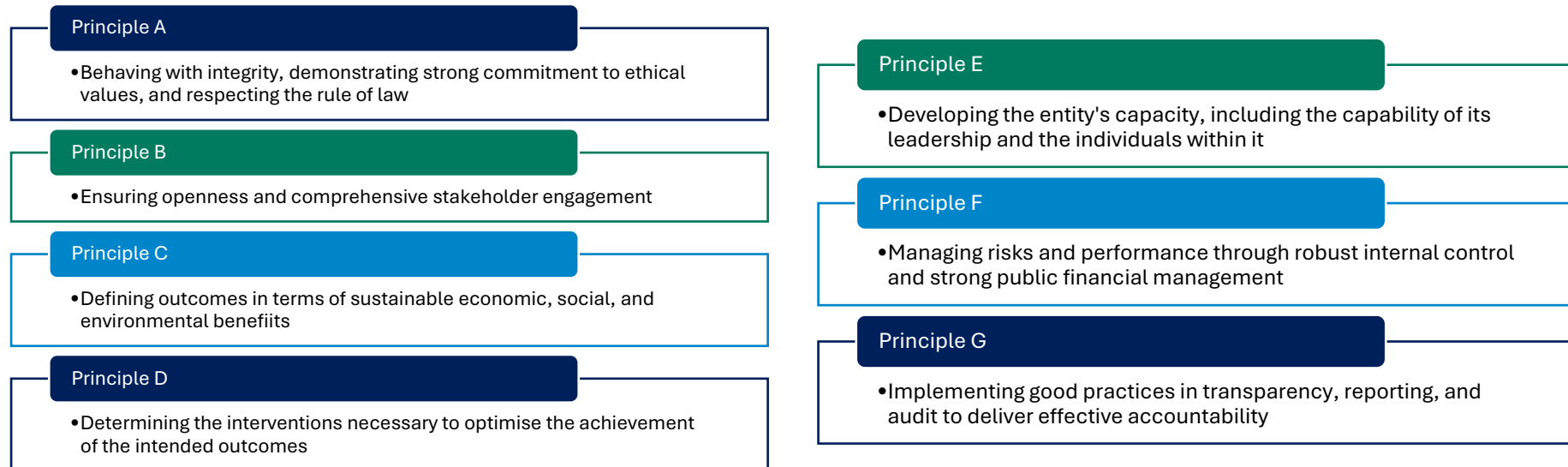**Prepared by:** Transformation Service

Publication date: November 2025

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

Introduction

This report outlines the council's progress in responding to recommendations from local and national regulatory reports over the past 24 months that are yet to be implemented. Monitoring and reporting on progress against these recommendations is a cornerstone of effective governance.

Our Local Code of Governance 2023-2028 demonstrates how the Council follow the core (and supporting) principles contained within the Framework for Delivering Good Governance in Local Government (CIPFA / Solace, 2016). The established principles are:

Principle A
- Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Principle B
- Ensuring openness and comprehensive stakeholder engagement

Principle C
- Defining outcomes in terms of sustainable economic, social, and environmental benefiits

Principle D
- Determining the interventions necessary to optimise the achievement of the intended outcomes

Principle E
- Developing the entity's capacity, including the capability of its leadership and the individuals within it

Principle F
- Managing risks and performance through robust internal control and strong public financial management

Principle G
- Implementing good practices in transparency, reporting, and audit to deliver effective accountability

External audit and regulatory reports and how the council respond to the recommendations align closely with **Principle G** and **Principle F**.

These reports are critical tools for ensuring that the council operates transparently and is held accountable for its decisions, resource use, and service delivery. By evaluating the council's adherence to statutory obligations and identifying areas for improvement, they support evidence-based governance and enable the council to demonstrate its commitment to continuous improvement.

By actively reviewing and addressing the recommendations, the council demonstrates its commitment to delivering high-quality services and meeting its statutory obligations.

Summary

As at the end of November 2025, the council have implemented 41% of the recommendations, 51% of responses are on track, and 8% are behind schedule. The chart below notes the local and national regulator report titles and the evaluation of the response to their recommendations.
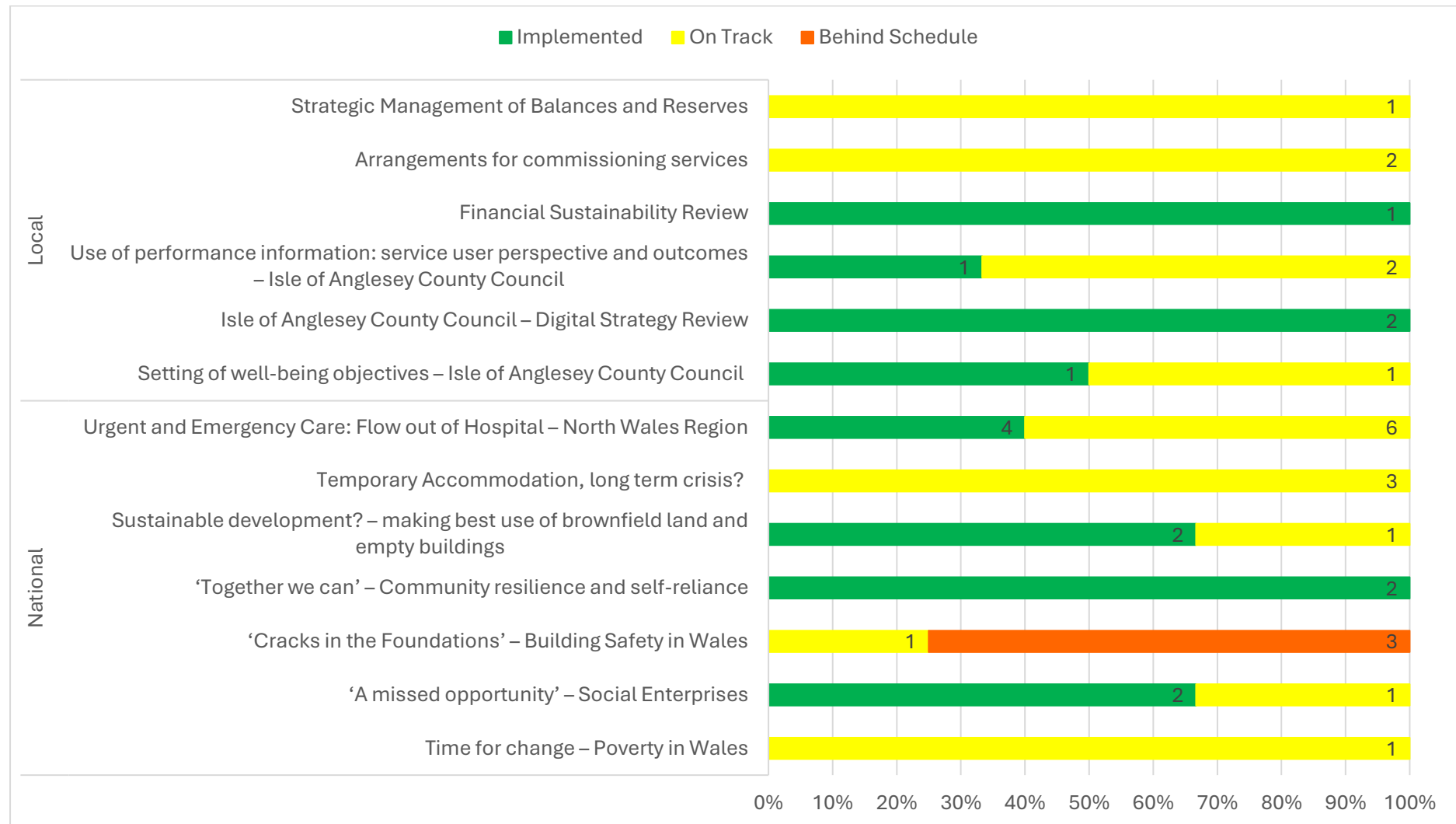
The numbers in the bar chart identify how many recommendations there are that are relevant to Local Authorities from each regulatory report.

Detailed Overview

Time for change – Poverty in Wales - National

Recommendations	Update	RAYG
R7 We recommend that councils • establish corporate data standards and coding that all services use for their core data; • undertake an audit to determine what data is held by services and identify any duplicated records and information requests; • create a central integrated customer account as a gateway to services; • undertake a data audit to provide refresher training to service managers to ensure they know when and what data they can and cannot share; and • review and update data sharing protocols to ensure they support services to deliver their data sharing responsibilities.	• The council completed a data maturity assessment in 2024/25 and has developed a set of recommendations to strengthen the council's data capabilities. An internal group of senior officers has been established to drive forward the objective to become a data informed council. A Business Case has been presented in November 2025 to seek additional resources to develop a long-term Data Strategic Plan. • The council have a CRM in place which is being developed in line with the Data Strategic Plan to improve customer focussed processes. The CRM forms already available on the system use personal details, inputted by the resident and stored on the CRM, to fill out common aspects of application forms. • Data sharing protocols are in place and are updated when improvements are identified	On Track

'A missed opportunity' – Social Enterprises - National

Recommendations	Update	RAYG
R1 To get the best from their work with and funding of Social Enterprises, local authorities need to ensure they have the right arrangements and systems in place. We recommend that local authority officers use the checklist in Appendix 2 to: • self-evaluate current Social Enterprise engagement, management, performance and practice;	Social enterprises are of significant importance on Anglesey and are key partners in delivery across services. This is highlighted within the Council Plan 2023-2028 and collaboration is recognised as one of the Council's values. 'Collaborate: We work as a team, with our communities and partners to deliver the best outcomes for the people of Anglesey.'	In Place

Recommendations	Update	RAYG
• identify opportunities to improve joint working; and • jointly draft and implement an action plan with timeframes and responsibilities clearly set out to address the gaps and weaknesses identified through the self-evaluation.	Key partners include Medrwn Môn, Menter Môn, Môn Communities Forward and Ynys Môn Citizens Advice. Place Shaping continues to progress across the Island and 9 alliances are now active. A booklet has been produced showcasing the work of the alliances across the Island. Supporting the launch of the Civil Society Covenant, a case study has been published to demonstrate practical ways of working between civil society and government. SPF grants continue to enhance and support social enterprise activity. The council has representation at the NW Social Enterprise Network which includes members from other NW Council's, Cwmpas, Menter Môn, Medrwn Môn to discuss issues facing and funding for social enterprises. The Council approved a Procurement Strategic Plan 2024-2029 in December 2024. This key publication supports the delivery of our Council Plan and sets out our ambitions for better procurement to support the creation of an Anglesey that is healthy and prosperous where people can thrive. It also builds upon the Wellbeing of Future Generations (Wales) Act, the Procurement Act 2023, Social Partnership and Public Procurement (Wales) Act 2023 and Health Service Procurement (Wales) Act 2024. It aims to support our communities and ensure compliant spending and value for money.	
R2 To drive improvement we recommend that the local authority:	The following key partners report annually to the Partnership and Regeneration Scrutiny Committee:	In Place

Recommendations	Update	RAYG
• formally approve the completed Action Plan; • regularly report, monitor and evaluate performance at relevant scrutiny committees; and • revise actions and targets in light of the authority's evaluation and assessment of its performance.	• Môn CF (September 2024) • Medrwn Môn (January 2025) • Menter Môn (October 2025) • Ynys Môn CAB (September 2024)	
R3 To ensure the local authority delivers its S.16 responsibilities to promote Social Enterprises we recommend that it reports on current activity and future priorities following the evaluation of its Action Plan including the Annual Report of the Director of Social Services.	The Annual director's report on the effectiveness of social services was accepted by the Council on 25 September 2025. Reporting on current activity and future priorities will be strengthened in the next Annual Report.	On Track

'Cracks in the Foundations' – Building Safety in Wales - National

Recommendations	Update	RAYG
R5 Local authorities should develop local action plans that articulate a clear vision for building control to be able to plan effectively to implement the requirements of the Act. The Plans should: • be based on an assessment of local risks and include mitigation actions; • set out how building control services will be resourced to deliver all their statutory responsibilities; • illustrate the key role of building control in ensuring safe buildings and be linked to well-being objectives and other corporate objectives; and	Following the serving of an Improvement Notice under Section 58Z4 of the Building Act 1984 by the Welsh Government, the Service has established an Operational Improvement Group to identify and implement improvements to ensure the Building Control Team undertakes its duties in an effective and efficient manner. It is anticipated that this will respond positively to the recommendations made A Building Control Response Group (chaired by the Chief Executive) has also been established to ensure appropriate measures are put in place to enable the Council to undertake its statutory duties in relation to the Building Act 1984. The Group	Behind Schedule

Recommendations	Update	RAYG
• include outcome measures that are focused on all building control services, not just dangerous structures.	provides strategic instruction, scrutiny, decision making and accountability. The Service also oversee the development and implementation of an action plan to improve the capacity, capability, competence and supervision of the Council's Building Control Team (with regard to Building Act 1984).	
R6 Local authorities should urgently review their financial management of building control and ensure they are fully complying with Regulations. This should include: • establishing a timetable of regular fee reviews to ensure charges reflect the cost of services and comply with the Regulations; • annually reporting and publishing financial performance in line with the Regulations; • ensuring relevant staff are provided with training to ensure they apply the Regulations and interpret financial reporting correctly; and • revise fees to ensure services are charged for in accordance with the Regulations.	As above	Behind Schedule
R7 Local authorities should work with partners to make better use of limited resources by exploring the potential for collaboration and regionalisation to strengthen resilience through a cost benefit analysis of partnering with neighbouring authorities, establishing joint ventures and/or adopting a regional model where beneficial.	No discussions at a regional level regarding adopting a new delivery model.	Behind Schedule
R8 Local authorities should review risk management processes to ensure that risks are systematically identified, recorded, assessed, mitigated and subject to regular evaluation and scrutiny.	The Service Risk Register is updated every 6 months and this supports the strategic decision-making process. A new/specific	On Track

Recommendations	Update	RAYG
	Risk Register will also be developed (linked to the Improvement Plan).	

'Together we can' – Community resilience and self-reliance - National

Recommendations	Update	RAYG
R1 To strengthen community resilience and support people to be more self-reliant, local authorities need to ensure they have the right arrangements and systems in place. We recommend that local authorities use the evaluation tool in Appendix 2 to: • self-evaluate current engagement, management, performance and practice; • identify where improvement is needed; and • draft and implement an action plan with timeframes and responsibilities clearly set out to address the gaps and weaknesses identified in completing the evaluation tool.	Place Shaping continues to progress across the Island with 9 community alliances now established: • Caergybi • Bro'r Llynnoedd • Bro Aberffraw • Crigyll • Bodowyr • Aethwy • Seiriol • Lligwy • Talybolion Community alliances are collaborative partnerships that bring together diverse voices, including residents, community groups, town and community councils, local businesses, and more. Working together, they develop creative, community-led solutions to address local priorities and respond to consultations from organisations like the Health Board, Ynys Môn County Council, and North Wales Police.	In place

Recommendations	Update	RAYG
	A number of Shared Prosperity Fund grants are being delivered by the Council and partners to enhance and improve community resilience.	
R2 To help local authorities address the gaps they identify following their self-evaluation, we recommend that they: • formally approve the completed Action Plan arising from the evaluation exercise; • regularly report, monitor and evaluate performance at relevant scrutiny committees; and • revise actions and targets in light of the authority's evaluation and assessment of its performance	The checklist has been completed in order to self- evaluate engagement, management, performance and practice. The key partners noted above have all reported to the Council's Partnership and Regeneration Scrutiny Committee.	In place

Sustainable development? – making best use of brownfield land and empty buildings - National

Recommendations	Update	RAYG
R1 To enable stakeholders to assess potential sites councils should create a systematic process to find and publicise suitable sites for regeneration: • this should draw on data already held by councils, as well as external data sources to develop a composite and more complete picture of sites; and • where known, key barriers should be named to help efforts to overcome them	The Regulation and Economic Development Service has a Programme in place to tackle Brownfield sites, where possible, in partnership with stakeholders and partners. The Council is leading on the purchase and redevelopment of the former Peboc factory site in Llangefni and supporting our partners with the redevelopment other sites across Anglesey. These sites are, unfortunately by their very nature, difficult to progress quickly given the historical issues associated. Through the Freeport programme there is an opportunity to bring back into meaningful economic use over 200 acres of formerly redundant brownfield sites (Anglesey Aluminium, Peboc, 2 Sisters, Rhosgoch and Octel).	On Track

Recommendations	Update	RAYG
	Furthermore, a review of the employment land study as part of the development of a new Local Development Plan also references brownfield sites that can benefit from regeneration and be brought back into economic use.	
R2 To help ensure that regeneration activity and the shaping of the environment is informed by the needs of communities Councils should increase opportunities for community based involvement in regeneration, both in plan-making and actual development.	The Economic Development Function is currently in the process of preparing Place Making Plans for Amlwch, Holyhead and Llangefni and there will be meaningful engagement with our communities as these are further developed.	In Place
R3 To provide focus and impetus to developing brownfield sites Councils should review their current regeneration approaches and where appropriate set clearer, more ambitious regeneration policies and targets. Together these should: • set out the approach and expectations of the council; • set out how their approach will be resourced; and • set out how the approach aligns with national policy goals and regional planning priorities.	We believe, especially given the scale of our limited resources (people and funds), that our regeneration policies and targets are sufficiently ambitious. This is evidenced by how successful we have been in securing external funding support across a number of initiatives and interventions. Whilst we will always strive to do more, we must also be realistic and pragmatic. Our approach remains consistent – that we focus our collective efforts that arise and align with national interventions from both UK and Welsh Government (i.e. Freeports or Transforming Towns) and regional interventions i.e. Growth Deal funding.	In Place

Digital Strategy Review - Local

Recommendations	Update	RAYG
R2 Identifying resource implications To help ensure that its next digital strategy is deliverable, the Council should identify the short- and long- term resources implications of delivering it together with any intended efficiency savings.	The digital strategic plan has been developed with deliverables aligned to available resources. Examples of longer-term resource implications include the development of a Data Strategic Plan and the additional resource required for Cyber Security.	In Place
R3 Arrangements for monitoring value for money To be able to monitor the value for money of its next digital strategy, the Council should strengthen its arrangements for monitoring both its progress and impact over the short, medium and longer term.	The Digital team have put monitoring arrangements in place to track activity and progress and facilitate reporting both for the creation of the annual report to the Leadership Team and The Executive and quarterly reporting to the management team.	In Place

Use of performance information: service user perspective and outcomes - Local

Recommendations	Update	RAYG
R1 The Council should strengthen the information it provides to its senior leaders to enable them to understand how well services and policies are meeting the needs of service users.	• New Corporate Scorecard in place for 25-26. • Some Key Performance Indicators (KPIs) have been reviewed with more of a focus on outcome focused indicators • Resident Survey completed in 2024 and results have been reported in our Annual Self-assessment and Performance (Wellbeing) report - reported to Leadership Team, G&A committee, Scrutiny and Cabinet in November 2025. • PowerBI dashboards have been developed to monitor trends including a Population and Demographics Dashboard, Poverty Dashboard, Net Zero Dashboard and	On Track

Recommendations	Update	RAYG
	others in development. These are available to all staff and Members.	
R2 The Council should strengthen the information provided to senior leaders to help them evaluate whether the Council is delivering its objectives and the intended outcomes.	• Senior leaders are provided with updated information in respect to the completion of the Council Plan objectives and outcomes. Programme boards in place to facilitate discussions and improvements where needed. • PowerBI Dashboards in place • Resident Survey and staff survey results has been shared and published	In Place
R3 The Council needs to assure itself that it has robust arrangements to check the quality and accuracy of the data it provides to senior leaders relating to service user perspective and outcomes.	• The implementation of new PowerBI Dashboards and Scorecard has identified weaknesses with regards to the robustness and quality of some data sources. These have or are being improved. • The council has developed a vision to become a data informed council. • A business case has been presented to Leadership team for additional resources to realise this vision. The Council intends to develop a Data Strategic Plan by March 2027	On Track

Setting of well-being objectives - Local

Recommendations	Update	RAYG
R1 To deliver its well-being objectives in line with the sustainable development principle, the Council should ensure the future iterations of its Medium Term Financial Plan clearly show: • how the Council's resources will be prioritised to deliver its well-being objectives; and • how current and future savings targets or known future financial risks might impact the delivery of its well-being objectives.	MTFP for 26/27 was discussed by the Executive in September. It notes that by the end of the period of the plan, around £10m of permanent savings must be found, or the income generated by Council Tax will have to increase by £10m in addition to the assumed increases to resolve the current financial position.	On Track

Recommendations	Update	RAYG
R2 The Council should give more detailed consideration to relevant future trends, needs, risks and opportunities in order to build on the progress it has made in applying the sustainable development principle when setting future well-being objectives.	PowerBI dashboards have been developed to monitor trends including a Population and Demographics Dashboard, Poverty Dashboard, Net Zero Dashboard and others in development. Risks are monitored on a quarterly basis whilst opportunities are explored when identified.	In Place

New Audit Reports Since Last Update

Financial Sustainability Review – Local – December 2024

Recommendations	Update	RAYG
R1 The Council's Medium Term Financial Strategy is limited to two years and has not approved a financial strategy that identifies the long-term financial pressures and its strategic approach to meet these challenges. To address this, the Council should develop a longer term financial strategy that supports its understanding of its future financial position and informs its transformation and prioritisation of services.	MTFP for 26/27 was discussed by the Executive in September. It notes that by the end of the period of the plan, which now covers a 3 year period, around £10m of permanent savings must be found, or the income generated by Council Tax will have to increase by £10m in addition to the assumed increases to resolve the current financial position. Work continues to identify future savings before setting the budget. Some of which will be consulted upon in the new year.	In Place

Arrangements for commissioning services - Local – July 2025

Recommendations	Update	RAYG
R1 Establishing commissioning arrangements To enable the Council to assess and report on value for money of commissioned services, it should ensure it has an established and comprehensive options appraisal process to support decision making on commissioned services. The rationale for commissioning decisions should be: • fully documented; • informed by consideration of both short and long term factors; • informed by the views of those who would be affected by the commissioned service; and	The Council will establish a whole-Council governance group, and we will consider the group's objectives, which may include: • Supporting processes for making and documenting strategic decisions • Establishing Terms of Reference for this group. In 2024 the Council carried out a residents' survey in collaboration with the WLGA and Data Cymru. The Council will take the results of this survey into account when considering service commissioning arrangements. We will continue to	On Track

Recommendations	Update	RAYG
• risk assessed including considering the full costs and benefits of each option.	work with the WLGA and Data Cymru to conduct this survey in the future.	
R2 Embedding arrangements across the Council To ensure services across the Council learn from commissioning activity, the Council should embed commissioning arrangements by: • raising awareness of commissioning arrangements and expectations; • systematically evaluate the value for money of its approach to commissioning services; and • share learning from commissioning activity across departments and with external partners where relevant.	The Council has developed a Strategic Procurement Plan for 2024–2029, which demonstrates the Council's commitment to using its commercial arrangements to support local businesses as much as possible. It also sets out our intention to identify opportunities for efficiency and drive innovation, while ensuring that services remain cost-effective. We have prepared a new Procurement Manual for staff to accompany and comply with the new Procurement Act. There is a specific section of this guidance which addresses: • The current arrangements and a review of existing procedures within the Council with the purpose of challenging commissioning plans and considering whether what is being requested to purchase is genuinely necessary. Action: As part of our action plan to meet the requirements of the Act, the Council will establish a structure for sharing lessons learned from commissioning activities with other staff members.	On Track

Temporary Accommodation, long term crisis? – National - July 2025

Recommendations	Update	RAYG
Value for money **R1** We found that councils are not able to demonstrate that they are securing value for money in their temporary accommodation provision. To address this councils should:	An exercise was carried out to assess the different types of homelessness accommodation that we provide by scoring them against specific criteria. We are pleased that this module has been recognised as a positive step in the report.	On Track

Recommendations	Update	RAYG
- ensure the full range of approaches and options for temporary accommodation provision are considered; and - set out how they will assess and monitor the overall value for money of temporary accommodation provision, including: -the intended outcomes; and -the information they will use to assess the economy, efficiency and effectiveness of their temporary accommodation provision.	Financial information was provided to show evidence that we are underspending against our budget for the 2024–25 financial year. We regularly monitor expenditure and can evidence that costs continue to decrease. As an example of this evidence, a list of the units we lease was provided, which demonstrates value for money as they are a cheaper solution than paying for hotel accommodation, which incurs higher nightly costs. A list of those nightly costs was also provided. We continue to use the model for assessing the different types of homelessness accommodation, and it will formally form part of our Rapid Rehousing Plan. **Action: Update our Rapid Rehousing Plan**	
Planning for prevention **R2** We found that while all councils have Rapid Rehousing Transition Plans in place, these are of variable quality. To effectively plan to prevent homelessness councils should: - ensure they use relevant data to make the best possible estimate of future demand for homelessness services - include a range of primary, secondary and tertiary approaches in their plans, with the emphasis on primary prevention where possible - model the impact of policy changes on the skills and capacity needed in their workforce - identify the workforce they will need to address demand for temporary accommodation in the future; and	We acknowledge that we can improve our use of data. However, we believe we are working towards this. An example of this is that our Housing Support Grant referrals are now made electronically, with a live dashboard to display the data, alongside the collection of information for both the Housing Support Grant and Homelessness together. The WLGA has recently contacted us to learn how we have centralised our method of data collection from providers and to seek our views on what guidance the WLGA should issue to facilitate data collection and how this should be implemented. **Action:** Review the use of data and the Housing Support Grant outcomes framework in place. We believe that our structure and working arrangements respond well to this. A person can come to the service and receive a range of services/interventions relevant to their situation. To evidence this,	On Track

Recommendations	Update	RAYG
• set out how they will assess and monitor the economy, efficiency and effectiveness of their approach to preventing and reducing demand for temporary accommodation.	we have several access routes to support, such as for young people, care leavers, and people leaving prison, to name a few. Our Housing Support Grant providers offer services that align with these pathways and are regularly monitored against their contracts. We have repurposed our team to respond to homelessness prevention and assessment. The structure allows for a quicker response to cases. We have robust arrangements in place for assessing every person who comes into contact with us and requires either a homelessness prevention response or an emergency response to homelessness. Evidence has been provided of our triage process, homelessness prevention plan, and several of the access routes to housing and support as supporting evidence. We believe that members of the team are supported to address the demand for temporary accommodation now and in the future. Weekly meetings are held to monitor cases and the time clients spend in emergency accommodation, with the aim of moving them on to more suitable temporary accommodation. Each officer has a work plan for the year and holds regular meetings with their line manager. Members of the team are completing CIH courses to improve their qualifications, with two officers trained in "PIE trauma-informed" practice. The structure facilitates dealing with homelessness cases through defined processes and working methods, including a first point of contact officer who provides advice and options to clients as well as referrals for support through the Housing Support Grant at that initial stage.	

Recommendations	Update	RAYG
	Another example of being proactive is the role of the Complex Case Coordinator, who coordinates multi-agency meetings to ensure clients receive appropriate support from other agencies in addition to the Housing Support Grant. This prevents individuals' situations from deteriorating further. An example of this is that we can evidence several people leaving prison who have received support and positive outcomes as they have moved on. The Housing Support Grant Needs Assessment is a tool used to identify needs, with the Housing Support Grant (HSG) allocated according to the requirements within the client groups. This assessment informs our annual Housing Support Grant Delivery Plan as well as our grant expenditure. We operate a "move-on" form for both prevention and emergency cases to move people on to private sector housing. The process is also open to individuals within supported housing. Referrals are received from support officers as well as members of the prevention and emergency team. This is an example of preventative work in several ways – it can be used to move people from homes where they have received notice into Council-owned properties (thereby avoiding temporary accommodation and homelessness), and/or to move people from supported accommodation when they are ready. As a result, this then creates space for new people to move into supported accommodation who need that support before moving into a permanent home, potentially preventing homelessness in the future (by reducing the risk of tenancy failure).	

Recommendations	Update	RAYG
Partnership working **R3** We found that partnership working in preventing homelessness is often not effective. To improve this councils should: • work with their partners to: -identify existing respective roles and responsibilities; -agree how to address gaps in and/or duplication of services; • regularly evaluate the effectiveness of their partnership working for homelessness prevention.	Our Housing Support Grant Delivery Plan sets out which services are being provided. Robust monitoring and review arrangements are in place to ensure that providers support people who need help to prevent homelessness. Our monitoring and review template has been recognised and shared across North Wales as an example of good practice. We hold meetings every six weeks with providers to discuss operational matters in order to address any issues, duplication, or gaps in provision. A partnership and networking event was held in November 2024 to share information and experiences, including those with lived experience of homelessness. There are several access routes in place which involve collaboration with Health, the Probation Service, Teulu Môn, and our Housing Support Grant providers. Officers form part of the Social Services (Teulu Môn) first point of contact service, attend wards at Ysbyty Gwynedd, and we have held information-sharing events with the Probation Service. The links provided in the report to assess the impact of partnership work are useful. **Action:** Assess partnership working to align with the timetable for submitting the Housing Support Grant Strategy 2027–31, using the Homelessness Link tool.	On Track

Strategic Management of Balances and Reserves – Local – September 2025

Recommendations	Update	RAYG
R1 To ensure its reserves are used strategically, the Council should 1.1. develop criteria to determine when and how reserves should be established; and 1.2 develop a corporate protocol for reviewing reserves.	Will be completed before the end of 25/26 financial year and all current reserves and requests for new reserves will be assessed in accordance with the new protocol.	On Track

Urgent and Emergency Care: Flow out of Hospital – North Wales Region – September 2024

Recommendations	Update	RAYG
Improving training and guidance **R1** The Health Board, working with local authorities, should develop jointly agreed guidance to provide clarity to all staff on how the discharge planning process should work across the region. This should be based on the national guidance issued in December 2023 and should set out clearly defined roles and responsibilities, and expectations, including when referrals for ongoing care should be made.	We have weekly meetings with health to discuss cases with more detailed follow up on arrangements and process to ensure we adhere to national guidance and develop good practice models	In Place
Improving training and guidance **R2** The Health Board and local authorities should ensure processes are in place to communicate discharge planning guidance to all relevant health and social services staff, including those working on a temporary basis, supported by an ongoing programme of refresher training and induction training for new staff	Staff across the organisation are informed of process during induction and staff are updated of process and any changes which occur.	In Place
Improving the quality and sharing of information **R7** The Health Board and local authorities should ensure that all relevant staff across each organisation has consistent access to up-to-date information on services	There has been an effort to develop a shared dashboard for Health and Social Care to ensure we have consistent information which is updated in real time. This will ensure that we are working off the same information and can adapt as circumstances change	On Track

Recommendations	Update	RAYG
available in the community that support hospital discharge. This will ensure that opportunities to discharge earlier with support from services beyond social care are not missed.		On Track
Improving the quality and sharing of information **R9** The Health Board and local authorities should implement ways in which information can be shared more effectively, including opportunities to provide wider access to organisational systems and ultimately joint IT solutions.	This has been something we have been keen to advance and is being implemented (see above)	On Track
Addressing key gaps in capacity **R10** The Health Board and local authorities need to work together to develop joint solutions to address key gaps in service capacity, in particular, domiciliary care and reablement services which would enable timelier discharge of patients to their own home.	The introduction of the Transformational Grant has enabled us to focus on priority areas and to remodel some provision and ensure that the 'Am Adra' initiative is funded on a permanent basis	On Track
Maximising the use of the Regional Integration Fund **R11** The Health Board and local authorities, through the Regional Partnership Board (RPB), should demonstrate how it is working to increasingly mainstream long-standing schemes funded through RIF which are considered core services.	There are ongoing discussions re how we support RIF projects moving forward and share good practice. Some initiatives are being remodelled and we are also informing recipients there is no guarantee of ongoing funding beyond March 2027. However it will be challenging to mainstream all initiatives	On Track
Maximising the use of the Regional Integration Fund **R12** The Health Board and local authorities, through the Regional Partnership Board, should agree a process for utilising any future RIF slippage monies, ensuring that appropriate value and benefit is obtained from such spending.	We have a pipeline of schemes which can be considered should there be any shortfalls in funding and to ensure we fully utilize our allocation.	In Place
Maximising the use of the Regional Integration Fund **R13** To help inform decision-making and discussions, the Health Board and local authorities should:	Information is monitored to ensure we have a record of all Clinically Optimized cases with a focus on length of stays and number of cases waiting. These are reviewed weekly and we check	On Track

Recommendations	Update	RAYG
13.1. ensure that the Regional Partnership Board has routine access to key performance indicators relevant to effective and timely flow out of hospital, including urgent and emergency care performance within the Health Board and waiting lists for social services and care packages; and 13.2. use the Regional Partnership Board working arrangement to develop a regional risk register which pulls together the risks associated with delayed discharges.	information every Friday to ensure we have a common understanding of all codes.	
Improving oversight and impact **R14** The Health Board and local authorities should ensure that information setting out progress with significant activities and initiatives being undertaken to support effective and timely discharge is routinely available at a corporate and partnership level. This should include activities and initiatives undertaken individually and jointly, both within and outside of the RPB structure, their impact and how they collectively contribute to addressing the challenges. This will help to provide assurance that resources are being invested to best effect.	Information is reviewed monthly by Service Managers and Team Leaders and difficult cases are discussed collectively to ensure all options have been considered.	On Track
Embedding learning from actions taken to address delayed discharges **R15** The Health Board and local authorities should ensure that mechanisms are in place to implement learning from actions taken to address delayed discharges, such as the Multi Agency Discharge Events (MADE), and to maintain regular oversight to ensure the learning is being implemented.	MADE events have been used. We have also held a development days to look at how we can improve service and the implementation of Am Adra has given added impetus to the process. Social service staff are now attending Ysbyty Gwynedd and we have deployed the reablement service to pull individuals out of the hospital.	In Place