

Isle of Anglesey County Council

Report to:	The Executive
Date:	Tuesday, 21 st July 2026
Subject:	Panel Performance Assessment (PPA) – final report and Council response.
Portfolio holder(s):	Councillor Robin Williams
Head of service / director:	Dylan Williams Chief Executive
Report author:	Gwyndaf Parry Strategic Performance and Projects Manager
Local members:	n/a

A – Recommendation(s) and reasons

In November 2025, the Council participated in a Panel Performance Assessment (PPA) under the Local Government and Elections (Wales) Act 2021. Facilitated by the Welsh Local Government Association (WLGA), the assessment evaluated how effectively the Council exercises its functions, uses resources, and governs itself.

The Council proactively scoped the assessment to focus on:

- **Arrangements for achieving the Council Plan’s strategic objectives – do our arrangements provide assurance that we are delivering the Council Plan efficiently?**
- **Is the Council working effectively with our communities and partners to achieve the Council Plan’s strategic objectives?**

The Assessment provides high level external assurance that Anglesey is performing well, in a challenging economic climate, and the Panel concluded that the Council is delivering its functions in accordance with the performance duties. The Report includes 8 recommendations, and the action plan (Appendix 2) specifies how each recommendation will be implemented.

The Executive is requested to review and agree the Action Plan setting out the Council’s response to the eight recommendations, as set out in Appendix 2.

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 as set out in the Local Government and Elections (Wales) Act 2021

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

Statutory requirement

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

N/A

Dd – Assessment of potential impacts (if relevant)

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

A PPA supports a culture where councils are open to challenge, whether presented from within the authority or, in this case, externally.

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

The purpose of the PPA is to provide guidance and recommendations to the Council and provide assurance in relation to:

“To what extent are we using our resources economically, efficiently and effectively.”

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

This assessment was facilitated by the Welsh Local Government Association (WLGA)

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

As part of the assessment, the panel interviewed

- Councillors
- Senior officers
- Staff
- Residents
- Businesses
- Trade unions
- Public Services Board partners
- Community and town councils / Voluntary groups

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

An equality impact assessment will be completed where relevant when the work is carried out in response to the eight recommendations

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)	Comments reflected in the Action Plan
2. Finance / 151 Officer	Comments reflected in the Action Plan
3. Legal / Monitoring Officer (mandatory)	Comments reflected in the Action Plan
4. HR	
5. Property	
6. IT	
7. Procurement	
8. Scrutiny	
9. Local members	
10. Governance & Audit Committee	The report and action plan were considered by the committee on Thursday, 25th June 2026 the following comments were raised: • R4 – update on progress – a review of governance is expected to be completed by end of July. • R3 – does the Council have necessary skills to lead on large scale capital projects. A – Budget provision has been allocated in 26/27. • Do we need an Economic scrutiny panel? A – We will review scrutiny plans to ensure appropriate measure in place from 2027. • Communication – Current arrangements are considered robust. A new communication plan is currently being developed to address this.

F – Appendices

PPA Final Report (Appendix 1)
Council Response (Appendix 2)

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

The Executive 17 July 2025 - [Panel Performance Assessment.pdf](#)



Panel Performance Assessment Report

Isle of Anglesey County Council: November 2025

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1.0 Introduction

- 1.1 In accordance with the performance duties under the Local Government & Elections (Wales) Act 2021, Isle of Anglesey County Council (IACC) commissioned a Panel Performance Assessment (PPA) via the Welsh Local Government Association (WLGA).
- 1.2 The onsite assessment was completed over a four-day period concluding on 13th November 2025 with a feedback presentation provided to the council outlining the key recommendations detailed within this report. The report was issued to the council in February 2026.
- 1.3 The assessment was undertaken based on the council's agreed scoping document and the WLGA's PPA methodology, which was developed with the sector. The WLGA PPA methodology provides the panel with an overarching framework: the lines of enquiry are not prescriptive but provide guidance to the panel on the areas that could be explored to meet the statutory duty. However, the extent to which the panel explores those areas should be proportionate to the council's scope but sufficient to enable the panel to form a conclusion.
- 1.4 In accordance with the statutory guidance the PPA is not an audit or an inspection and does not seek to duplicate work undertaken by regulators and other bodies. Whilst the panel has undertaken a corporate assessment, this assessment was not in-depth and should be considered alongside other sources of assurance such as the council's own self-assessment, internal audit reviews, external audit and regulatory reviews.
- 1.5 In preparing for the PPA, the council scoped their requirements to maximise the value and impact of the assessment to the council. The specific areas of focus identified by the council are reflected in paragraph 4.2.
- 1.6 This report provides a summary overview of the conclusions of the panel reported by exception.

Executive Summary

2.0 Overall Conclusion

- 2.1 Overall, against a challenging economic backdrop, the panel concluded that the Council is exercising its functions in line with the performance duties outlined within the Local Government and Elections Act 2021. The Council demonstrates sound governance, constructive member–officer relationships, and a clear trajectory of improvement since 2018. This trajectory enables the Council not only to champion its good work but also articulate its role as a trusted place-based leader for the island.
- 2.2 However, the council faces tightening financial pressures and persistent workforce challenges, underscoring the need for accelerated organisational transformation. The panel recommends broadening the impact of the Improvement and Modernisation Programme Board through a high-level, cross-cutting modernisation plan aligned to the Medium-Term Financial Plan. This will strengthen resilience and enable the council to adapt to financial constraints while seizing opportunities for sustainable growth.
- 2.3 Economic development emerged as a critical priority. The council should articulate a compelling economic narrative and develop an aspirational economic strategy that leverages nationally significant opportunities such as the Wylfa SMR nuclear plant, Anglesey Freeport, and the proposed AI Data Centre. Linking this narrative to performance monitoring and KPIs will reinforce accountability and demonstrate progress on strategic priorities.
- 2.4 Partnership working, particularly with the voluntary sector, is a notable strength of the council. To maximise impact, the council should now deepen regional collaboration to influence and shape the conditions necessary for long-term economic renewal. With major opportunities emerging, including Wylfa's SMR development, the Anglesey Freeport and wider North Wales growth initiatives, the council will need to assert its priorities confidently within regional plans. Strengthening these partnerships will help ensure Anglesey's needs are recognised, sustain momentum behind its economic ambitions, and reinforce the council's role as an influential place-based leader.
- 2.5 Taken together, the panel concluded that Anglesey is in a strong position to build on its progress and respond effectively to the challenges ahead. The council benefits from solid governance, an engaged workforce, respected partnerships, and a clear sense of place-based identity. However, financial pressures, demographic change, workforce scarcity and the scale of emerging economic opportunities mean that the next phase of the council's journey will require confident leadership, accelerated modernisation, and a clearer articulation of its long-term ambitions.
- 2.6 By implementing the recommendations set out in this report—strengthening organisational confidence, developing a high-level modernisation plan, articulating an aspirational economic strategy, refining performance monitoring, and deepening

regional collaboration—the council can enhance its resilience and maximise its impact. This will enable the organisation to champion its achievements more confidently, lead economic renewal, and deliver sustainable, long-term outcomes for the residents and communities of Anglesey.

3.0 Panel

3.1 The following peers were commissioned by the WLGA to undertake the assessment. Selection of the peers was agreed and at the discretion of the council, based on suitability of skills and experience:

- Independent Chair: Emlyn Dole (Former Council Leader: Carmarthenshire County Council)
- Senior Member Peer: Catrin M S Davies (Cabinet Member: Ceredigion County Council)
- Senior Officer Peer: Rob Thomas, (Chief Executive, Vale of Glamorgan County Council)
- Wider Public, Private, or Voluntary Sector Peer: Sara Powys (Consultant)

The panel were supported by Joseph Lewis (Senior Policy Officer: Improvement).

4.0 Scope and Approach

4.1 The panel were required to assess the extent to which the council:

- Is exercising its functions effectively;
- Is using its resources economically, efficiently and effectively; and
- Has effective governance in place for securing the above.

4.2 The council identified the following questions, for the panel to consider as part of the assessment:

- a. Arrangements for achieving the Council Plan's strategic objectives – do our arrangements provide assurance that we are delivering the Council Plan efficiently**
- b. Is the Council working effectively with our communities and partners to achieve the Council Plan's strategic objectives**

4.3 In undertaking the assessment the panel conducted a desktop review of the council's documents, data, external reports and other relevant intelligence. The onsite stage of the review involved a series of individual meetings and focus groups with the following stakeholders:

- Council Leader and Cabinet
- Chief Executive Officer and Leadership Team including Monitoring Officer and S151 Officer
- Heads of Service and Key Officers of the Council
- Opposition Members
- Staff Representatives
- Trade Unions
- Business Forum
- Public Services Board (PSB)
- Regional CEOs
- Chair/Vice Chair: Governance & Audit Committee

- Chair/Vice Chair: Scrutiny Committees
- Residents
- Town and Community Council representatives

5.0 Political Organisation

5.1 At the time of the Panel Performance Assessment, the makeup of the council was as follows:

Group Name	Number
Plaid Cymru	20
Labour	3
The Independent Group	4
Anglesey Independents	8
Total	35

5.2 At the time of the Panel Performance Assessment, the makeup of the council's Executive was as follows:

Role	Name	Political Affiliation
Leader and Economic Development Portfolio Holder	Councillor Gary Pritchard	Plaid Cymru - The Party of Wales
Deputy Leader, Finance, Corporate Business and Customer Experience Portfolio Holder	Councillor Robin Wyn Williams	Plaid Cymru - The Party of Wales
Children, Young People and Families Portfolio Holder	Councillor Dyfed Wyn Jones	Plaid Cymru - The Party of Wales
Planning and Public Protection Portfolio Holder	Councillor Nicola Roberts	Plaid Cymru - The Party of Wales
Adult Services Portfolio Holder	Councillor Neville Evans	Plaid Cymru - The Party of Wales
Highways, Waste and Climate Change Portfolio Holder	Councillor Ieuan Williams	Y Grŵp Annibynnol (The Independent Group)
Housing and Community Safety Portfolio Holder	Councillor Carwyn Elias Jones	Plaid Cymru - The Party of Wales

Leisure, Tourism and Maritime Portfolio Holder	Councillor Alun Roberts	Plaid Cymru - The Party of Wales
Education and the Welsh Language Portfolio Holder	Councillor Dafydd Roberts	Y Grŵp Annibynnol (The Independent Group)

5.3 The council has the following Scrutiny Committees;

- Corporate Scrutiny Committee
- Partnership and Regeneration Committee

These are supported by three thematic panels covering Education, Social Services, and Resources.

6.0 Corporate Organisation

6.1 The council's Chief Executive is Dylan Williams.

6.2 The CE leads a Leadership Team consisting of:

- Chief Executive
- Deputy Chief Executive
- Director of Function (Council Business) and Monitoring Officer
- Director of Function (Resources) and Section 151 Officer
- Director for Education, Young People and Skills
- Director for Social Services

6.3 The council has set out its vision as "Creating an Anglesey that is healthy and prosperous where people can thrive".

7.0 National and Local Challenges

7.1 The council operates within a complex and evolving environment shaped by both national and local pressures. At a national level, the continuing financial constraints across Welsh local government present significant challenges to long-term sustainability. The Local Government Settlement remains a critical determinant of the council's financial position, yet the sector-wide outlook is characterised by tightening budgets, rising demand for services, and inflationary pressures that impact core costs. These factors underscore the need for proactive transformation and robust financial planning to maintain service quality and resilience.

7.2 Locally, demographic trends exert additional pressure on services. An ageing population is increasing demand for adult social care, while recruitment challenges affect the council's ability to secure and retain skilled staff in key roles. Economic conditions also present a mixed picture: while strategic opportunities such as the

Wylfa nuclear development and the Anglesey Freeport offer potential for growth, they require coordinated planning, investment, and partnership engagement to realise their benefits fully.

- 7.3 Transport and connectivity remain recurring themes raised by the council and stakeholders alike. Limited infrastructure and connectivity constraints risk impeding economic development and access to services, reinforcing the importance of regional collaboration to secure investment in transport improvements.
- 7.4 In this context, the council must balance immediate operational pressures with the need to position itself for long-term success. Strengthening organisational resilience, accelerating modernisation, and leveraging strategic opportunities will be essential to mitigate risks and deliver sustainable outcomes for the residents of Anglesey.

8.0 Strengths and Areas of Innovation

- 8.1 The panel noted areas of strength across the council, including a clear evidence of organisational improvement and development which the panel felt contributed to the organisation's robustness and ability to meet future changes. A strong and impassioned workforce, which shares the council's sense of identity, and which is committed to the delivery of high-quality services for the island's residents.
- 8.2 The panel also impressed by the council's strong local partnerships, particularly with the voluntary sector, which the council has demonstrated in its Placeshaping Plan, co-developed with Medrwn Môn, enabling a bottom-up framework for the identification local and county-wide priorities.

Case Study: Trauma Informed Practice

Anglesey County Council has been involved in Adverse Childhood Experiences (ACE) awareness and trauma-informed projects and programmes for many years. These include the Police and Partners Early Action Together Programme and participation in a multi-site pilot of ACE enquiry in General Practices in 2018 led by Public Health Wales and Betsi Cadwaladr Health Board. The Gwynedd and Anglesey Public Service Board (PSB) Wellbeing Plan for 2023-28 commits to the PSB being trauma-informed and raising awareness in the system about the impacts of ACEs and trauma on children and young people, and the opportunities to prevent exposure, mitigate risks and address harms.

Overview of Findings

9.0 Performance Requirement: Is exercising its functions effectively

- 9.1 The panel's review of the regulatory reports from the past four years, and interviews onsite, concluded that there was evidence to demonstrate that the council is exercising its statutory functions effectively. The panel have put forward a number of recommendations which focus on non-statutory areas, specifically the council's modernisation and economic development efforts, which it believes will support the council in meeting its corporate objectives.
- 9.2 The panel saw clear evidence of the improvement journey the council has been on since 2018, and felt that the council should be more confident in highlighting its good practice work, reinforcing its corporate value of championing the council and the island. The panel recognised that the council's historic experience of being placed under a Recovery Board by Welsh Ministers has understandably contributed to a cautious organisational culture, with officers and members sometimes hesitant to promote their achievements. However, the progress demonstrated through recent regulatory findings and stakeholder feedback indicates that the council is now well-placed to communicate its strengths more proactively and confidently.
- 9.3 The panel considered that the council has an opportunity to articulate a clearer and more compelling narrative, that addresses demographic challenges and sets out an ambitious vision for the future, underpinned by a defined future operating model. This narrative should capitalise on the island's economic opportunities, which the council has been involved in developing, and the island's strong sense of identity, whilst building trust, demonstrating accountability, and deepening community engagement. By communicating achievements, challenges, and future ambitions effectively, the council can help residents understand the value of its work and the impact of its decisions. A strong narrative will also reinforce the council's role as a place-based leader and serve as a beacon for investment and partnership

Modernisation

- 9.4 As is noted in 10.4, the council has drawn on £10.7 million from reserves over the past three years to balance its budget. This underscores the sustainability challenges faced by the council, and local government more broadly, without significant organisational transformation. As is also noted in 10.2, the council's position in regards to its reserves remains healthy compared to the wider sector position. While any reliance on reserves is clearly unsustainable in the medium to long-term, it represents to the panel a time-sensitive opportunity to invest in the strategic areas that will support the council to realise its target operating model.
- 9.5 The panel noted that the council's Improvement and Modernisation Programme Board is driving a range of positive initiatives, signalling a proactive approach to modernisation. Building on this progress will be critical to shaping a future operating model that supports resilience, financial sustainability, and the delivery of strategic objectives.

- 9.6 The council has an opportunity to strengthen this programme by explicitly linking its future operating model to its long-term vision. By mapping the council's modernisation ambitions against future ways of working it can ensure it remains well-positioned to deliver high-quality public services for future generations.
- 9.7 This Modernisation Plan should be closely aligned with the council's evolving Medium-Term Financial Plan (MTFP), which sets out key themes and priorities for change. The plan should be high-level, cross-cutting, and place the council's future operating model at its core.
- 9.8 Although recruitment into key strategic roles was underway during the panel's assessment, the council should nonetheless ensure it has the corporate capacity to seize new opportunities and progress its Modernisation agenda with urgency and confidence,

Economy

- 9.9 The panel identified a council with a clear sense of its challenges, with those relating to the budget and demography coming through most clearly. Interviewees consistently highlighted the sense that the council was at demographic and economic 'cross-roads', felt across the island, but most acutely in the north. The panel identified a clear recognition from its senior leadership, corporate and political, that the economic development of the county would be instrumental in shaping its future, and meeting the council's vision and strategic objectives.
- 9.10 The panel recognised the work the council is undertaking on the economy through its key strategic plans and programmes. However, it felt the council now has an opportunity to use recent nationally significant developments to strengthen its economic vision and ensure a clearer economic 'golden thread' runs through its strategic plans and informs the KPIs within the Corporate Scorecard.
- 9.11 For example, the council's Destination Management Strategic Plan articulates a strong vision for "a visitor economy that is empathetic to the island's sense of place." While this ambition is clear, the panel were unsure whether this vision was shared across the council and noted that the absence of relevant Key Performance Indicators within the corporate scorecard linked to the delivery of the Destination Management Strategic Plan.
- 9.12 As the council recognises, Local Government acts as convenors of place, shaping the conditions for growth through their planning functions and supporting the development of transport, energy and digital infrastructure that enables businesses to thrive. However, as is also clear, the ability of councils to drive inclusive growth is shaped by interdependent systemic factors that are out of any single body's control. Councils therefore operate in dynamic and context-specific environments, which require them to balance local priorities with regional strategies, resource constraints, and the expectations of both Welsh and UK Governments.
- 9.13 Recognising these wider influences will support the council in ensuring that its KPIs not only reflect internal organisational priorities but also position the council to respond to external opportunities and constraints. By aligning performance

measures with the broader conditions that enable local growth, such as effective regional collaboration, streamlined funding arrangements and strong place-based leadership, the council can reinforce its strategic narrative and better demonstrate how its Corporate Scorecard contributes to long-term economic resilience and inclusive growth for the island.

9.14 Recommendations

1	The council should seek opportunities to reinforce and further develop its role as a place-based leader, further promoting and championing its long-term vision for the island by looking to strengthen its approach to communication and engagement, with a particular focus on promoting its good work.
2	The Council should develop a clear, coherent modernisation plan that sets out its key themes and priorities for change. The Plan should: • Be high level and cross-cutting across the organisation, and, • Be aligned to and resourced through the Medium-Term Financial Plan, and in turn, • Ensure the long-term financial sustainability of the organisation.
3	To support place-based leadership and the council's strategic objective relating to the economy, the Council should develop a clear and aspirational economic development strategic plan that highlights the area's strengths, opportunities, and priorities for growth. The Council should reflect risks and opportunities associated with the island's economy in its Strategic Risk Register.
4	The Council should accelerate its capacity and resilience in delivering projects and transforming the way services are delivered, fully aligned with the Council Plan, Strategic Risks and the Modernisation agenda, by embedding proven internal good practices such as the social care capacity-building initiatives.

10.0 Performance Requirement: The extent to which the council is using its resources economically, efficiently, and effectively

- 10.1 Overall, the panel concluded that the council is effectively managing its economic resources despite confronting the significant challenges that are common across councils in Wales. While governance and understanding of the medium-term position are robust, the absence of an agreed longer-term framework risks undermining the future resilience and the council's efforts in this area should be accelerated at pace.
- 10.2 Ynys Môn County Council entered 2025/26 in a relatively strong, but tightening financial position. The Council's general balances at the start of 2025/26 stood at £18.166 million, which equates to 9.77% of the council's net budget.

- 10.3 The panel noted that the council closed the 2024/25 financial year with a £3.873 million underspend, further strengthening reserves.
- 10.4 However, the panel also noted that the council has used £10.7 million from reserves over the past three years to balance budgets, highlighting the council's sustainability challenge and the need for a comprehensive strategy for service Modernisation.
- 10.5 For 2025/26, the Council set a net revenue budget of £195.443 million, funded by Aggregate External Finance (AEF) of £135.881 million, Council Tax (including premium) of £57.102 million and using £2.460 million of General Reserves.
- 10.6 Budget monitoring for Quarter 1 (April to June) of 2025/26 suggests a projected underspend of £1.551 million (0.79%), reflecting continued strength in corporate budgets due to higher investment returns and lower borrowing costs.
- 10.7 The Medium Term Financial Plan projects a funding gap of £7.3m in 2026/27 and £1.3m in 2027/28, assuming an increase of 2% and 0.6% in AEF in 2026/27 and 2027/28 and a 5% increase in Council Tax in both years. This suggests to the panel that continued reliance on reserves or above-inflation tax rises are unlikely to be sustainable without Modernisation or service redesign

Staff

- 10.8 The panel noted a strong and consistent recognition across the Council's Leadership Team and Cabinet of the vital role staff play in enabling the organisation to deliver its strategic objectives.
- 10.9 The panel recognised the council as facing many of the same recruitment challenges being experienced across the sector. The panel also noted that the council faces additional challenges owing to its geographical location, a well-recognised demographical challenge of outward migration of the island's young people, and the need for Welsh Language requirements in both frontline and key strategic roles.
- 10.10 The panel noted a clear recognition of these recruitment challenges from the council's leadership team, and noted the positive work the council is engaged in to establish clear pathways of training and development into key roles, via initiatives like Dyfodol Môn.
- 10.11 The panel noted that the council has processes in place to engage its staff, including staff surveys, service meetings and cross-service groups, such as Fforwm Mon, which facilitate knowledge and good-practice sharing and enabling individuals to raise concerns and propose solutions.
- 10.12 The panel met with a range of staff members, via focus groups arranged by the council. Overall, the panel felt the council staff shared a clear sense of pride relating to working for the council, and an understanding of the council's core mission.
- 10.13 Staff suggested that the council benefits from a relatively visible and accessible Leadership Team. But also felt that the organisation could benefit from more frequent internal communication methods, such as newsletters, intranet

updates, and targeted briefings, all of which would provide a more consistent flow of information and reduce uncertainty.

- 10.14 Staff feedback also indicated that recruitment challenges identified at a strategic level were evident in the delivery of frontline services. This was recognised by staff as a further risk to the sustainability of council services, and a potential area of misalignment between organisational capacity and the council's strategic ambitions.

Trade Unions

- 10.15 The panel also met with representatives of the Trade Unions recognised by the council. Overall representatives felt that the council could be doing more to meet the principles of Social Partnership and felt the council could do more to engage trade unions on policy issues, particularly pertaining to schools, the workforce, and more meaningful and timely engagement around the budget.

5	The Council should strengthen its internal communication and engagement by building on areas of good practice.
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Residents

- 10.16 During its site visit, the panel engaged with residents through a council-organised focus group. Residents highlighted demographic change as a critical challenge, particularly the need to retain young people on the island. This was seen as essential for sustaining important local services (such as youth clubs), the local economy and building a future workforce. Residents noted that limited employment opportunities and transport connectivity influence outward migration.
- 10.17 Residents emphasised the importance of the Welsh language and opportunities for learning, recognising the council's role in promoting language use and its link to economic participation and employment barriers. The panel noted a strong sense of community pride and belonging, which it regarded as a significant asset for the council.
- 10.18 Residents expressed clear recognition of the council's work and its partnerships, particularly with the third sector. However, they suggested that communication and engagement could be strengthened through a more proactive and targeted approach. While the council's online consultation portal was acknowledged as useful, residents felt that additional methods—such as face-to-face engagement and greater use of social media—would enhance inclusivity and impact, particularly in reaching younger audiences.
- 10.19 Residents also raised concerns about short-termism in decision-making, noting that a stronger emphasis on long-term planning and sustainability would help the council address future challenges more effectively.

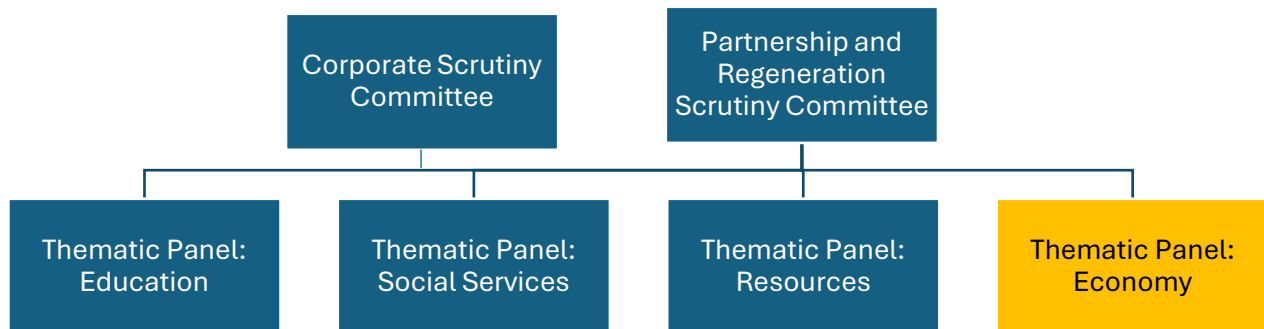
Business Forum

- 10.20 The panel had the opportunity to meet with local businesses, in a focus group organised by the council. It should be noted that the panel met with the Business Forum before the public announcement of the opening of the SMR site in Wylfa. The panel concluded that the strong alignment of priorities between the council and the business community, and that the council's accessibility and emerging economic initiatives, provides a solid foundation for further partnership work to deliver sustainable growth for the island.
- 10.21 The panel noted that the business community echoed many of the challenges identified by the council and its residents, reinforcing the shared understanding of the island's priorities. Businesses highlighted concerns around economic pressures, recruitment and retention and the importance of improving transport connectivity to support trade and investment. They also emphasised the need for a skilled workforce aligned with emerging sectors, recognising that skills development and youth retention are critical to sustaining local enterprises and driving long-term economic growth.
- 10.22 Forum Representatives who met with the panel also indicated that the council could do more to define and communicate a clear economic vision for the island. They emphasised that a well-articulated vision is essential for providing confidence to investors, businesses, and communities. Representatives also suggested that the council's approach to key areas of the local economy —particularly its destination management offer—appeared fragmented at times. They stressed that this needs to be resolved at pace to ensure the island can capitalise on its tourism potential and position itself competitively within the regional economy
- 10.23 Business forum representatives acknowledged that the island had experienced a challenging economic period, marked by the loss of major employers such as Anglesey Aluminium and the secondary jobs these industries supported. However, they also recognised that recent initiatives supported by the council—such as the Anglesey Energy programme—have the potential to diversify the economy, attract new investment, and lay the foundations for future growth. The panel considered this alignment between the council and the business community as a positive platform for collaborative action to drive economic resilience and regeneration.
- 10.24 Business representatives highlighted the council's relative accessibility to the business community, highlighting regular formal engagement with the council's leadership, including the Chief Executive. They felt that the council's willingness to engage directly with businesses created opportunities to co-design solutions to shared challenges, such as workforce development, infrastructure investment, and sector diversification.

11.0 Performance Requirement: Has effective governance in place

- 11.1 Overall, the panel concluded the council has effective governance in place, with some identified areas of improvement within the Council's Scrutiny function.

- 11.2 The council has a constitution and a scheme of delegation, which clearly outlines decision-making responsibilities. The Council also regularly evaluates its own performance against a framework of self-evaluation.
- 11.3 The council has developed a Council Plan shaped by the Well-being of Future Generations Act and aligned with local well-being priorities. The panel observed that the plan is well-recognised internally by staff and acknowledged externally, reflecting the strength of the island's 'Ynys Môn' brand.
- 11.4 The panel felt the council's leadership position on the island enables it to leverage a vision for modernisation and economic development, which can be shared across the island, including its residents, businesses and third sector partners.
- 11.5 The panel noted that sound governance across the council was reinforced by collaborative relationships between members and officers, characterised by trust, professionalism, and a shared commitment to delivering for Anglesey residents.
- 11.6 The panel noted a broad acknowledgement among elected members that the council's Democratic Services Team were well regarded for their professionalism, responsiveness, and impartial support. Members emphasised that the team plays a crucial role in enabling effective governance by ensuring that democratic processes run smoothly and that councillors receive timely, accurate advice and guidance.
- 11.7 The panel recognised that the council's scrutiny arrangements, while lean, are underpinned by a clear structure and a strong commitment to effective governance from officers and elected members.
- 11.8 The council operates with two Scrutiny Committees, supported by three thematic panels covering Education, Social Services, and Resources. The panel felt this lean structure, while understandable, given the council's overall size, had the potential to introduce governance risks to the organisation, as the ability to provide robust and timely scrutiny can be constrained.
- 11.9 To strengthen governance and maximise the value of scrutiny, the council should prioritise its training and development offer for committee members, particularly chairs and vice-chairs, so they have the skills, confidence and resources to deliver comprehensive, consistent and effective scrutiny.
- 11.10 The panel identified an opportunity to strengthen the role of scrutiny in shaping and overseeing the council's economic ambitions. By deepening the connection between scrutiny and the council's strategic priorities, particularly those linked to economic development, the council can ensure that critical issues such as transport, infrastructure, destination management, and skills receive robust, cross-cutting challenge.
- 11.11 The council should consider, establishing a dedicated Economy Panel that could provide a structured platform for this work, enabling scrutiny to apply its distinctive role in testing assumptions, monitoring progress, and engaging external stakeholders.



11.12 The panel also considered the council's high-level Performance Management arrangements, with an emphasis on those associated with the delivery of its Council Plan and included within its Corporate Scorecard.

11.13 The panel noted that the Corporate Scorecard approach used by the council creates a transparent framework for tracking progress against the council's strategic objectives, shared and understood by officers and councillors alike.

11.14 This framework ensures that organisational effort is focused on actions with it recognises as having the greatest impact, supporting alignment between day-to-day delivery and long-term priorities. This approach enhances accountability by enabling members, officers, and stakeholders to monitor performance consistently, while also supporting evidence-based decision making.

11.15 The panel concluded that the Corporate Scorecard provides a clear and accessible framework for tracking progress against the Council Plan. Building on this strong foundation, the council now has an opportunity to adopt a more strategic and streamlined approach by prioritising the KPIs that have the greatest impact on delivering its strategic objectives. Not all indicators carry equal weight, and focusing on a concise set of high-impact measures would improve the clarity of reporting, concentrate organisational effort where it adds most value, and strengthen the line of sight between performance information and decision-making. This refinement would support a more focused and outcome-driven approach to monitoring progress against the Council Plan.

11.16 Recommendations

6	The council should look to strengthen its approach to scrutiny by: - enhancing its member development programme - give serious consideration to the need to establish a Panel for the economy.
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	Strengthening the development of the work programme, ensuring it is strategically aligned and responsive to organisational priorities and communicated effectively across the council.
7	The council should refine its approach to Performance Monitoring, focussing on high priority actions with the biggest impact in the context of its Council Plan, ensuring these priorities are clearly reflected in KPIs on the Corporate Scorecard.

12.0 Arrangements for achieving the Council Plan's strategic objectives – do our arrangements provide assurance that we are delivering the Council Plan efficiently

12.1 The panel concluded that the council has appropriate arrangements in place to provide assurance on delivering its Council Plan. However, to strengthen these arrangements further, the panel has set out a series of recommendations designed to enhance governance and strategic capacity. These include improving scrutiny performance (Recommendation 6), developing an aspirational economic development strategy (Recommendation 3), establishing a clear and coherent modernisation plan (Recommendation 4), accelerating organisational capacity (Recommendation 5), and refining performance monitoring to ensure alignment with strategic priorities (Recommendation 7).

13.0 Is the Council working effectively with our communities and partners to achieve the Council Plan's strategic objectives

13.1 When considering the effectiveness of the council's engagement with its communities and partners, the panel identified areas of good practice particularly at a local level, but also opportunities to extend its influence. Engaging more robustly at a regional level to deliver local priorities for Anglesey residents.

13.2 Through its interviews, the panel identified a council that is valued and respected by its partners in the public, private and voluntary sector, who recognise the council's important role in delivering key public services.

13.3 The council has established a Town and Communities Liaison Forum, providing a structured platform for dialogue with town and community councils. Feedback from representatives and OneVoice Wales confirmed that these forums work well and are a model of regional good practice which the council could distribute across the sector.

13.4 The panel noted particularly strong working relationship with the voluntary sector, which the council views as a critical partner in advancing its preventative agenda. The breadth of engagement demonstrated through the Place Shaping Plan was highlighted as an example of good practice.

13.5 As noted elsewhere in this report, partners from the voluntary sector highlighted that the Council could strengthen its approach to communication by adopting more timely and proactive engagement. This includes improving participation in formal

consultations and Council forums, particularly on issues of importance to the third sector, such as the annual budget and the allocation of Council grants.

- 13.6 Partners acknowledged that the council's online consultation portal was functional but recommended strengthening engagement through complementary methods, such as increased targeted face-to-face interaction and greater use of social media.
- 13.7 The panel shared the council's view, that critical infrastructure projects, such as improving transport links and addressing connectivity constraints, cannot be delivered in isolation. The panel consistently heard that improved infrastructure is a shared priority among officers, members, residents, and partners. Regional collaboration provides the council with a stronger, collective voice to influence investment decisions and secure funding from Welsh and UK Governments. The council should maintain its momentum, in working with neighbouring authorities and regional bodies, such as Ambition North Wales/Uchelgais Gogledd Cymru (the Corporate Joint Committee), the council can further position Ynys Môn as an integral part of North Wales' economic growth strategy, ensuring that projects like bridge improvements are prioritised within wider transport and connectivity plans.
- 13.8 As the council's leadership is acutely aware, the council is operating at a demographic and economic crossroads, with nationally significant developments such as Wylfa's SMR nuclear power station and the Anglesey Freeport creating clear opportunities for growth. However, these opportunities will only be fully realised if supported by robust infrastructure. Regional collaboration enables the council to align its infrastructure ambitions with economic priorities across North Wales, creating a compelling case for investment that links transport improvements to job creation, inward investment, and long-term sustainability.
- 13.9 Working regionally enhances the council's ability to overcome resource constraints and capacity challenges. Large-scale infrastructure projects require significant technical expertise, financial resources, and political influence, elements that are amplified through regional partnerships. By embedding collaborative approaches evident in existing good practice, the council can extend its influence beyond local boundaries, ensuring that the island's needs are reflected in regional transport strategies and funding bids.

13.10 **Recommendations**

8	The Council should seek to embed the good practice evident across a range of partnerships currently in place by: • Continuing to lead the way in regional partnerships, driving collaboration and ensuring Ynys Môn has a strong, influential voice across North Wales and beyond. • Replicating the strong partnership working evident within the third sector and social care, ensuring these collaborative approaches are extended to community level groups and organisations.
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14.0 Acknowledgements

- 14.1 The Panel and the WLGA would like to extend their thanks to the council, its members and officers for the support in coordinating documentation requests, responses to queries, arranging meetings and workshops and providing responsive onsite support.
- 14.2 The Panel would also want to extend their thanks to the organisations, partners and interviewees they met with whilst on site.

Appendix 2

Panel Performance Assessment: Final Report and Council Response

1. Introduction

In November 2025, the Council participated in a Panel Performance Assessment (PPA) under the Local Government and Elections (Wales) Act 2021. Facilitated by the Welsh Local Government Association (WLGA), the assessment evaluated how effectively the Council exercises its functions, uses resources, and governs itself.

This report presents the Council's proposed response to its first Panel Performance.

The Council proactively scoped the assessment to focus on:

- **Arrangements for achieving the Council Plan's strategic objectives – do our arrangements provide assurance that we are delivering the Council Plan efficiently?**
- **Is the Council working effectively with our communities and partners to achieve the Council Plan's strategic objectives?**

The PPA provides a high level of external assurance that Anglesey is performing well, against a challenging economic backdrop, the panel concluded that the Council is exercising its functions in line with the performance duties .

2. Key Findings

Overall, against a challenging economic backdrop, the Council demonstrates sound governance, constructive member–officer relationships, and a clear trajectory of improvement since 2018.

This enables the Council not only to champion its good work but also articulate its role as a trusted place-based leader for the island.

Economic development emerged as a critical priority, with a need to develop a compelling economic narrative and develop an aspirational economic strategic plan. The panel identified nationally significant opportunities such as the Wylfa SMR nuclear plant, Anglesey Freeport, and the proposed AI Data Centre.

However, the council faces tightening financial pressures and persistent workforce Challenges. The panel recommends developing a high-level, cross-cutting modernisation Strategic plan aligned to the Medium-Term Financial Plan. This will strengthen resilience and enable the council to adapt to financial constraints while seizing opportunities for sustainable growth.

The panel concluded that Anglesey is in a strong position to build on its progress and respond effectively to the challenges ahead. The council benefits from solid

governance, an engaged workforce, respected partnerships, and a clear sense of place-based identity.

3. Next Steps

The draft response and action plan is set out in section 4.

Once approved, and in line with the statutory guidance for PPAs, the documents will be published on the Council's website to facilitate transparency and public engagement.

A copy of the Council's approved response and action plan will be formally sent to the members of the Panel, the Auditor General for Wales, Her Majesty's Chief Inspector of Education and Training in Wales, and the Welsh Ministers.

The actions identified in response to the recommendations will be embedded into and monitored through the Annual Delivery Document and Service Delivery Plans.

4. Action plan

Ref	Panel Recommendation	Council Response (Agree / disagree)	Proposed Action	Action Owner	Support Officer/s	Target completion date
1.	The council should seek opportunities to reinforce and further develop its role as a place-based leader , further promoting and championing its long-term vision for the island by looking to strengthen its approach to communication and engagement, with a particular focus on promoting its good work.	Agree	We will develop and adopt place-making plans for the five towns on the island. Establish and communicate clear, coordinated place-based guidance that reinforces the Council's leadership and long-term vision, aligns place initiatives, and ensures ongoing engagement with communities and partners. We will make better use of ONS demographic data in our decision making process, becoming a data informed organisation.	Christian Branch	Fon Roberts, Susan O Jones, Management Team	December 2026 July 2027 Ongoing
2.	The Council should develop a clear, coherent modernisation plan that sets out its key themes and priorities for change. The Plan should: Be high level and cross-cutting across the organisation, and,	Agree	We will develop and publish a Modernisation strategic plan. It will identify our modernisation priorities for improvement and identify when and how	Huw Ynyr	Rhys H Hughes, Management Team	December 2026

Ref	Panel Recommendation	Council Response (Agree / disagree)	Proposed Action	Action Owner	Support Officer/s	Target completion date
	- Be aligned to and resourced through the Medium-Term Financial Plan, and in turn, - Ensure the long-term financial sustainability of the organisation.		they will be implemented. It will be aligned with our financial planning to ensure we meet our commitments within the current and future Council Plan. The new Modernisation Strategic Plan will inform our strategic aims and commitments in the new Council Plan from 2028.			
3.	To support place-based leadership and the council's strategic objective relating to the economy, the Council should develop a clear and aspirational economic development strategic plan that highlights the area's strengths, opportunities, and priorities for growth. The Council should reflect risks and opportunities associated with the island's economy in its Strategic Risk Register.	Agree	We will review our current baseline and complete a SWOT analysis to understand our strengths, weakness, opportunities and threats in relation to current economic challenges. Review and reflect key economic risks and opportunities within the	Christian Branch	Management Team	December 2026 December 2026

Ref	Panel Recommendation	Council Response (Agree / disagree)	Proposed Action	Action Owner	Support Officer/s	Target completion date
			Council's Strategic Risk Register. Develop a clear and ambitious economic development strategic plan that outlines how the Council will contribute towards realising opportunities for growth. It will inform the new Council Plan from 2028			July 2027
4.	The Council should accelerate its capacity and resilience in delivering projects and transforming the way services are delivered, fully aligned with the Council Plan, Strategic Risks and the Modernisation agenda, by embedding proven internal good practices such as the social care capacity-building initiatives.	Agree	We will review our governance arrangements for strategic projects in line with strategic aims and Council Plan. In line with our commitment to develop a new Modernisation Strategic Plan we will acknowledge and priorities resources to deliver key strategic projects.	Huw Ynyr	Rhys H Hughes, Management Team	July 2026 December 2026

Ref	Panel Recommendation	Council Response (Agree / disagree)	Proposed Action	Action Owner	Support Officer/s	Target completion date
5.	The Council should strengthen its internal communication and engagement by building on areas of good practice.	Agree	A new internal communications plan is being developed. Once adopted, it will be utilised to improve internal communications with all staff.	Eurig Williams	Gethin Jones, Lee Jones, Management Team	December 2026
6.	The council should look to strengthen its approach to scrutiny by: - enhancing its member development programme - give serious consideration to the need to establish a Panel for the economy. - Strengthening the development of the work programme, ensuring it is strategically aligned and responsive to organisational priorities and communicated effectively across the council.	Agree	We will strengthen our member development programme as part of our induction for members following the 2027 local elections. We will review our scrutiny governance arrangements and consider how scrutiny of economic issues can be strengthened.	Dyfan Sion	Lynn Ball	March 2027

Ref	Panel Recommendation	Council Response (Agree / disagree)	Proposed Action	Action Owner	Support Officer/s	Target completion date
7.	The council should refine its approach to Performance Monitoring , focusing on high priority actions with the biggest impact in the context of its Council Plan, ensuring these priorities are clearly reflected in KPIs on the Corporate Scorecard .	Agree	We will review our performance monitoring framework to ensure our processes give assurance that we are progressing to achieve our Council Plan. We will strengthen the link between risk management, financial management and performance monitoring. The two strategic plans developed in response to recommendation two, three and four will inform our reviewed strategic aims as part of the new Council Plan from 2028 which will also inform our revised key performance management indicators.	Huw Ynyr	Rhys H Hughes , Gwyndaf Parry, Dyfan Sion, Susan O Jones	December 2026 July 2027

Ref	Panel Recommendation	Council Response (Agree / disagree)	Proposed Action	Action Owner	Support Officer/s	Target completion date
8.	The Council should seek to embed the good practice evident across a range of partnerships currently in place by: - Continuing to lead the way in regional partnerships, driving collaboration and ensuring Ynys Môn has a strong, influential voice across North Wales and beyond. - Replicating the strong partnership working evident within the third sector and social care, ensuring these collaborative approaches are extended to community level groups and organisations.	Agree	We are committed to working in partnership with local, regional and national stakeholders and partners, including strengthening our alliance with Medrwn Môn and Môn CF to deliver our Age Friendly and Trauma Informed Strategic Plans. We will continue to promote and encourage partnership working in line with our Council values across the Council through the Leadership and Management team.	Leadership Team	Management Team	Ongoing