

Isle of Anglesey County Council

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

A – Recommendation(s) and reasons

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

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

... to keep its performance under review

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

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

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

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

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

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

C – Why is this a decision for the Executive?

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

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

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

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

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

Dd – Assessment of potential impacts (if relevant)

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

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

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

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

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

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

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

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

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

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

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

N/A

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

N/A

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

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

F – Appendices

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

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

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

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

Prepared by – Digital, Performance and Modernisation

Publication date – September 2026

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

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

Summary

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

Summary Dashboard

Overall conclusion: Level 3 – Integrated and Effective

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

How well are we doing?

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

How do we know?

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

What and how can we do better?

Improvement priorities for 2026/27 include:

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



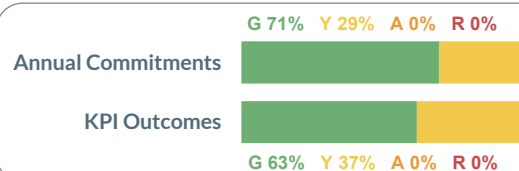
Performance Highlights 2025/26

How the Council's performance contributed towards the Wellbeing Objectives

WELLBEING OBJECTIVE 1

1

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



KPI HIGHLIGHTS

100%

Children met Welsh Language Unit immersion targets

0.6%

Year 11 leavers not in education, employment or training

82

Officers received Welsh language training

97.9%

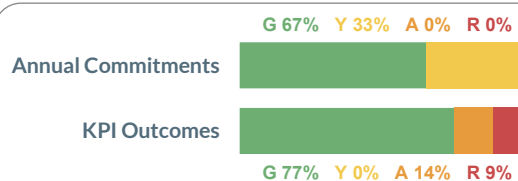
Library users rated the service good or very good



WELLBEING OBJECTIVE 2

2

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



KPI HIGHLIGHTS

90.17%

Statutory visits to children in care completed in time

95%

Households successfully prevented from becoming homeless

619,301

Participations in Môn Actif activities

86%

Tenant satisfaction with responsive repairs



WELLBEING OBJECTIVE 3

3

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



KPI HIGHLIGHTS

100%

Council business units and commercial space occupied

96%

Planning applications determined within timescale

99.9%

Of streets were clean when inspected

64.17%

Household waste reused, recycled or composted



Introduction

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

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

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

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

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

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

The Council's Wellbeing Objectives

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

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

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

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

Council Plan 2023-2028 – Strategic Objectives

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

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

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

The Council Plan's vision is to:

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



The Welsh Language

Increase the opportunities to learn and use the language.



Social Care and Wellbeing

Providing the right support at the right time.



Education

Ensuring an effective provision for today and for future generations.



Housing

Ensuring that everyone has the right to call somewhere home.



Economy

Promoting opportunities to develop the Island's economy.



Climate Change

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

Our method of Self-Assessment

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

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

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

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



Service Planning and Performance



Workforce Planning



Financial Planning



Governance; Procurement & Contract Management and Risk & Audit Management

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

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

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

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

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

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

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

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

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

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



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

External Assurance and Panel Performance Assessment

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

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

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

Key Themes Identified by the Panel

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

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

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

Service Planning and Performance Management

Level 3 – Integrated
and Effective



How well are we doing?

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

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

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

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

How do we know?

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

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

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

Financial Planning

How well are we doing?

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

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

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

How do we know?

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

Level 3 – Integrated
and Effective

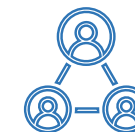


Identified Strengths	Examples of Supporting Evidence
Financial Monitoring, Transparency and Accountability – The Council has established arrangements for monitoring, reporting and scrutinising financial performance through regular budget reporting, public accountability and governance arrangements.	•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

Workforce Planning

How well are we doing?

Level 3 – Integrated
and Effective



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

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

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

How do we know?

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

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



Level 3 – Integrated
and Effective

Governance; Risk, Audit, Procurement & Contract Management

How well are we doing?

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

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

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

How do we know?

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

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

What and how can we do better?

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

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

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

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

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

Progress against identified improvement matters from the previous self-assessment

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

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

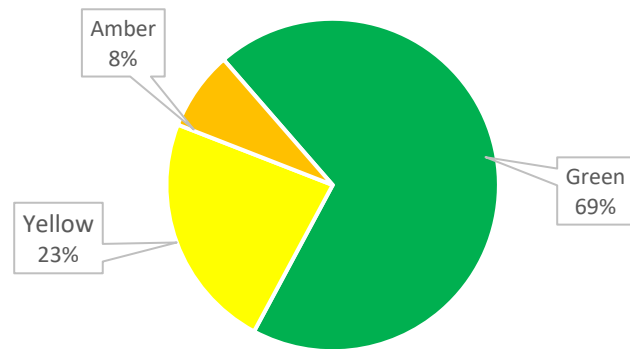
		operational improvements. Status: Complete for 2025/26 – process now considered business as usual.
4. The Council needs to manage and rationalise assets to ensure that they are needed, are fit for purpose and, if not, identify the work required to bring them up to standard.	Highways, Waste & Property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

Performance Report

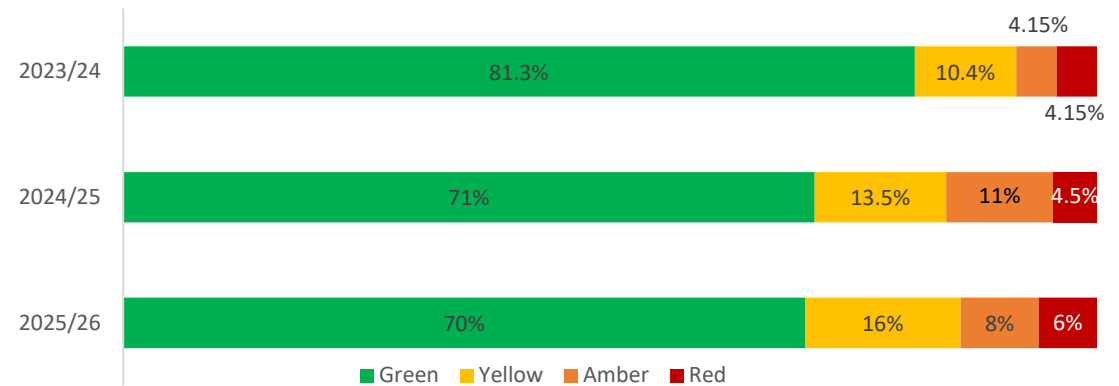
Key Performance Highlights

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

Progress against the Annual Delivery Document



Key Performance Indicators Results 2023/24 to 2025/26



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

Progress against the Council's Wellbeing Objectives

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

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

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

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



Each table below sets out:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Corporate Scorecard and Key Performance Indicators

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

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

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

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

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

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

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

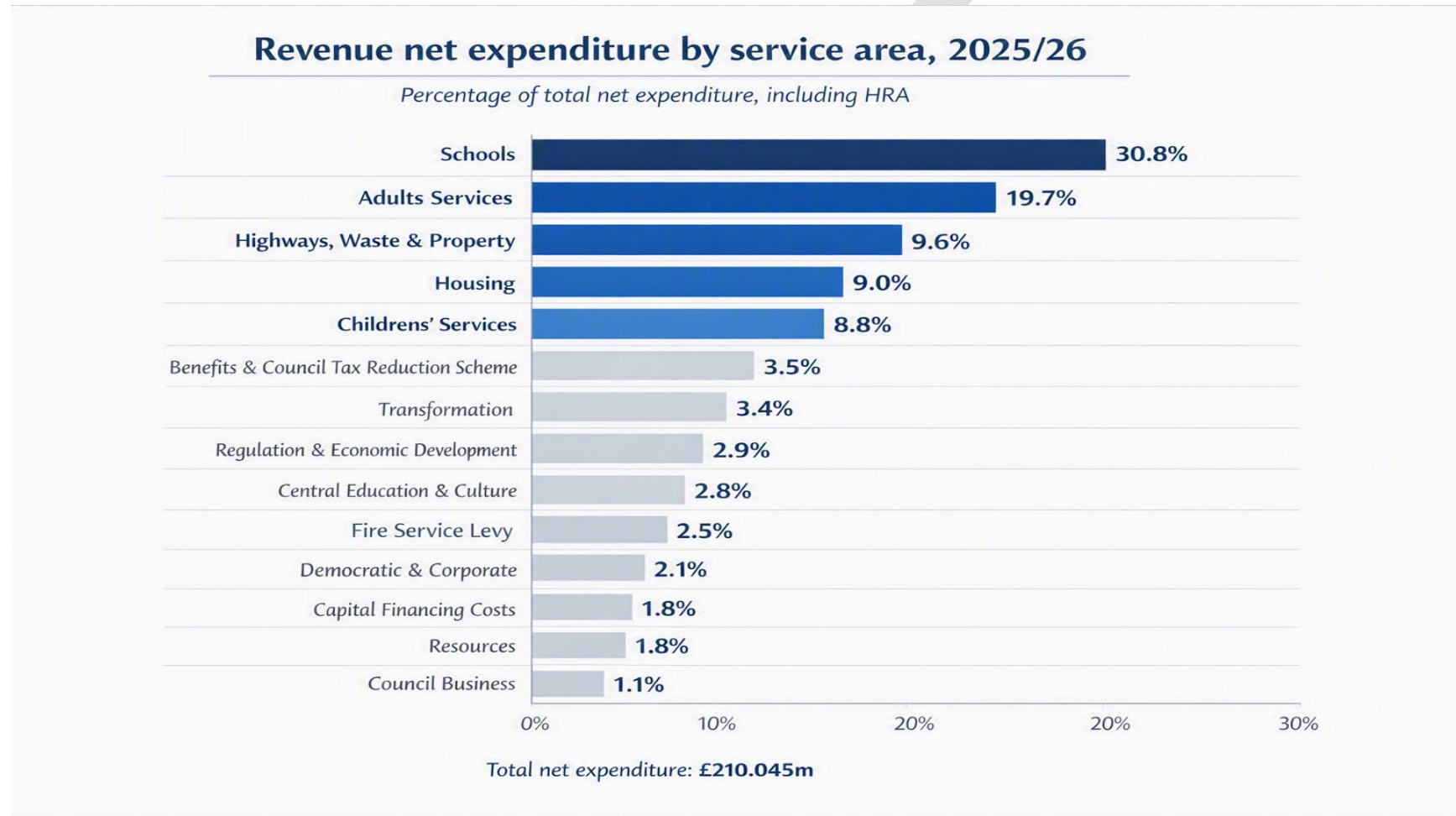
6. Economy – The total number of customers with annual mooring contracts.
7. Climate Change – The percentage of domestic waste reused, recycled or composted.
8. Whole Council Health – The percentage of FOI requests responded to within timescale.

Further information, including all indicators, can be found in the [Q4 Scorecard for 2025/26](#).

DRAFT

Financial Revenue Outturn 2025/26

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



Further information on the [Revenue Outturn for 25/26](#) and the [HRA](#)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DRAFT