

Isle of Anglesey County Council

Report to:	The Executive Committee	
Date:	24/02/2026	
Subject:	Smallholdings Management Strategic Plan 2026 – 2031	
Portfolio holder(s):	Councillor Alun Roberts (Leisure, Tourism, Maritime and Property)	
Head of service / director:	Huw Percy Head of Highways, Waste and Property	
Report author:	Meilir Hughes, Chief Property and Asset Officer	
Local members:	Applicable to more than one constituency.	

A – Recommendation(s) and reasons

Recommendation: The Executive Committee is asked to adopt the Smallholdings Strategic Plan 2025 – 2030.

A new Strategic Plan is needed.

The latest policy was adopted more than 15 years ago, and its original operational period has come to an end.

There is a duty to maintain policy documents to enable democratic and transparent governance. Officers need a policy framework and guidance to empower them to make decisions, and to ensure alignment with the Council's objectives.

The Smallholdings Steering Group supports the Strategic Plan.

The multi-party Smallholdings Steering Group multi-party recommends the Strategic Plan to the Executive Committee.

The adoption and delivery of the Strategic Plan will improve the management and viability of the Smallholdings Estate.

The Purpose of the Smallholdings Management Strategic Plan is to establish a vision and principles to empower sustainable management of the Smallholdings Estate and to secure its long term viability by ensuring appropriate financial, environmental and social return that reflect its capital value.

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

Not applicable

C – Why is this a decision for the Executive?

To approve the strategic plan.

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

The Smallholdings Management Strategic Plan 2026-2031 supports the Council's Plan and its strategic objectives.

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

No.

The implementation of key elements of the Plan is subject to increasing the revenue budget by c. £100,000 annually.

The decision relating to the budget will be made as part of the Council's wider budget setting process.

Dd – Assessment of potential impacts (if relevant)

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

This Strategic Plan sets out the strategic direction and principles that will guide our decisions and processes relating to the management of the Smallholdings Estate for the period up to 2031.

The Strategy aims to implement changes to ensure the continued availability of the Smallholding Estate to support the agricultural sector on the Island as well as Council's Plan.

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

The Strategic Plan sets out strategic direction and principles to improve the financial sustainability condition of the Smallholding Estate in the long term.

An increase of £100,000 to the Annual Repair and Maintenance revenue budget is requested.

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

Not applicable

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

Not applicable

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

Impact assessment has been carried out – no impact identified. Contact the author of the report for more information/details.

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

Impact assessment has been carried out – no impact identified. Contact the author of the report for more information/details.

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.

Impact assessment has been carried out – no impact identified. Contact the author of the report for more information/details.

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

1. Chief Executive / Leadership Team (mandatory)	The Strategic Plan has been considered by the Chief Executive and the Leadership Team before its presentation to the Executive Committee. The Leadership Team's comments have been incorporated into the Strategic Plan.	
2. Finance / 151 Officer	The S.151 Officer is a member of the Leadership Team, and their comments have been considered along with those of the Leadership Team. The S.151 Officer was a member of the Steering Group.	
3. Legal / Monitoring Officer (mandatory)	The Monitoring Officer is member of the Leadership Team, and their comments have been considered along with the comments of the Leadership Team.	
4. HR	Not applicable	
5. Property	Report from the Section	
6. IT	Not applicable	
7. Procurement	Not applicable	
8. Scrutiny	This matter was considered by the Scrutiny Committee on the 18/02/2026. The Chairman of the Scrutiny Committee will report back at this meeting of the Executive Committee.	
9. Local members	The Smallholdings Steering Group 2025/26 supports the Strategic Plan. (Councillor Kenneth Hughes (Talybolion)'s wish to ring-fence the keep whole of the Estate's income for use by the Estate is noted.)	

F – Appendices

Appendix 1 – Smallholdings Management Strategic Plan 2026-2031

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

None.

Ynys Môn

THE ISLE OF

Anglesey



Smallholdings Management Strategic Plan 2026 – 2031



Foreword



Councillor Alun Roberts
Portfolio Member
Leisure, Tourism,
Maritime and Property



Huw Percy
Head of Service:
Highways,
Waste and
Property

The Isle of Anglesey County Council is proud of its Smallholdings Estate and the contribution it continues to make to the rural economy, farming community and environment of the Island.

The Council is committed to our Estate's retention and to securing its long-term viability as a let agricultural Estate.

Managing the Estate, and the competing and often diametrically opposed demands made of it by various stakeholders is a significant challenge, for example; the demands of incumbent tenants will be quite different to those perspective applicants for their first tenancy, and this Strategic Plan seeks to balance those demands in pursuit of the best interest of the Estate in the long term.

Whilst it is appreciated that there may be some resistance to elements, it's recommended that the changes proposed are undertaken gradually to address risks in good time. Delay in undertaking changes will exacerbate risks and is likely to lead to more drastic actions having to be undertaken in due course.

This strategic plan does not apply to the David Hughes Charitable Estate, which has a separate policy document reflecting the obligations attached to its charitable objectives.

Purpose

“To manage the Smallholdings Estate sustainably to ensure its long-term viability by providing an appropriate financial, environmental and social return to reflect its capital value.”

The Smallholdings Management Strategic Plan is driven by the Council Plan and the Capital Strategic Plan to ensure that smallholdings management decisions are taken in a planned way that allows the Council to achieve its key strategic objectives whilst ensuring long-term viability.

This strategic document has a lifespan of 5 years and will provide the framework for ensuring there is a strategic, holistic and co-ordinated approach to the management of the Smallholdings Estate, in line with the Council Plan.

The Smallholdings Estate



Size Of Holdings	
Size (acres)	Number of Holdings
0-5	3
5-10	9
10-30	5
30-40	7
40-50	11
50-60	9
60-70	5
70-80	10
80-90	12
90-100	6
100-120	9
120-140	2
140-160	2
160-180	1
Farm Type	
Milking	2
Mixed	76
Bare Land	13
Tenancy Type	
Type	Number of Holdings
Farm Business Tenancy	55
Agricultural Holdings Act (lifetime)	22
Agricultural Holdings Act (retirement clause)	13
No Tenancy	1

Council Plan 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 organization by 2030.



[Council Plan 2023-2028](#)

Core Values

The council's core values underpin everything we do, shaping our culture and guiding how we make decisions, work with partners and deliver services.



Respect

We are respectful and considerate towards others regardless of our differences .



Collaborate

We work as a team, with our communities and partners to deliver the best outcomes for the people of Anglesey.



Honesty

We are committed to high standards of conduct and integrity.



Champion the Council and the island

We create a sense of pride in working for the Council and present a positive image for the Council and the Island.

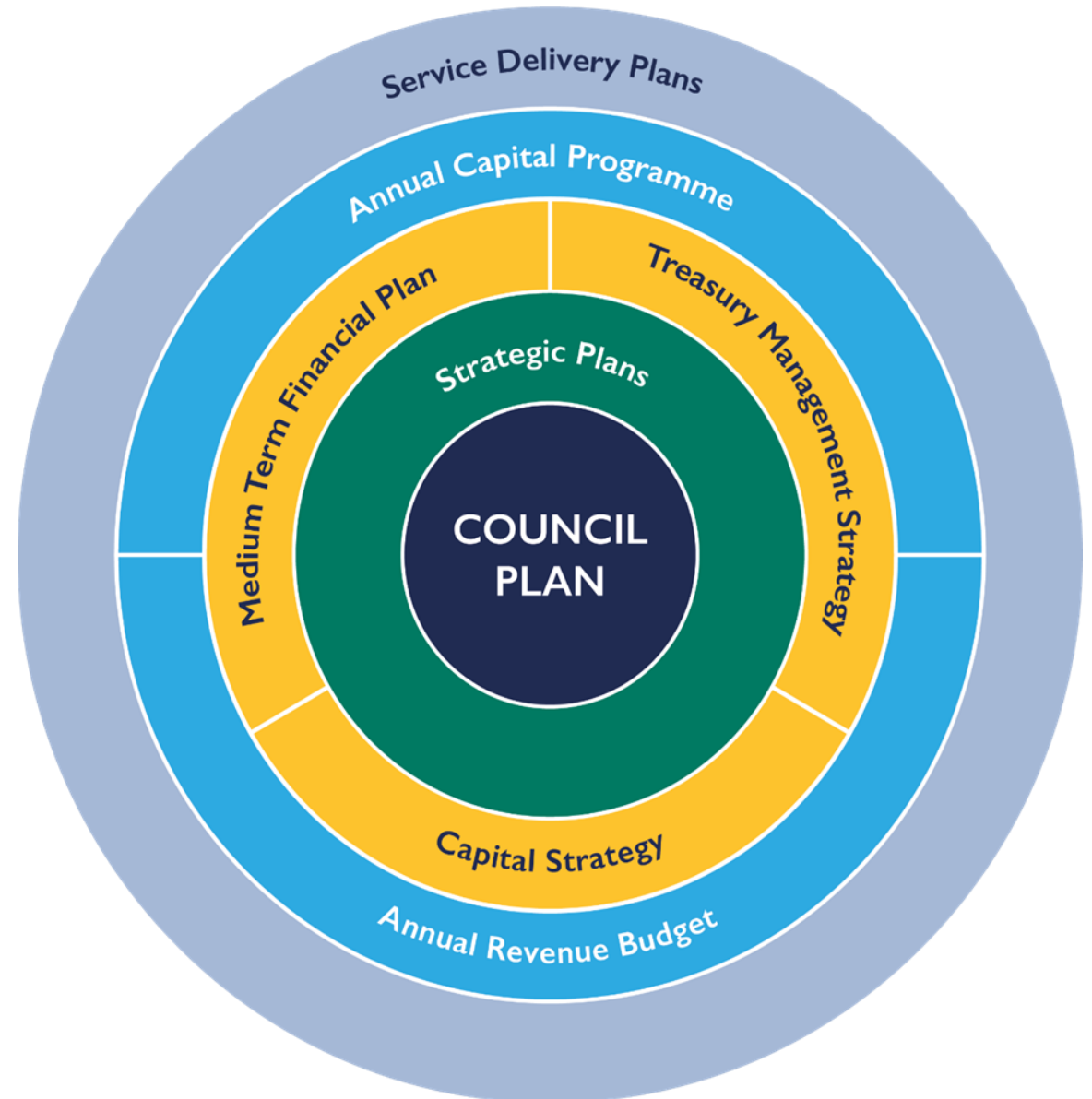


[Council Plan 2023-2028](#)

Strategic Circle

The strategic circle identifies the plans in place to ensure we are able to achieve our priorities and objectives.

This plan is a key strategic plan that aligns with the Council's Plan and contributes to the achievement of the strategic objectives and vision.



[Council Plan 2023-2028](#)

Key priority areas

“To manage the Smallholdings Estate sustainably to ensure its long-term viability by providing an appropriate financial, environmental and social return to reflect its capital value.”

1. A financially sustainable Estate

- Appropriately rationalized and optimised Estate that generates financial returns commensurate with the capital invested to secure a financially sustainable long-term future.

2. An Estate to be proud of

- In good condition, supportive of its tenants and able to continue to provide opportunities for people to farm on their own account.
- Managed transparently, prudently and professionally with decision-making principles applied consistently and fairly.

3. An Estate where risk is minimised and managed

- Managed to minimise the Council’s exposure to risks (insured and others) and the consequences of their realization.

4. An Estate that supports the Council Plan

- An Estate that supports the delivery of the Council Plan’s strategic objectives where appropriate.

A financially sustainable Estate

Why is this important?

The capital value of the Estate is significant, and it should generate a financial return commensurate with that invested capital.

The retention of an Estate that performs poorly, and that needs to be subsidized from central council budgets is unsustainable.

The future of an appropriately rationalized and optimized Estate that performs well financially is more secure and sustainable.

What are we going to do?

- Rationalize the Estate
- Invest appropriately
- Maximize Rental Income and improve timeliness of payments

How are we going to do this?

- Consider the business case for both retention and disposal when holdings become vacant.
- Consider alternative uses.
- When selling, do so on the open market and look to maximize the capital receipt.
- Retain land where appropriate, adding it to other holdings or letting as bare land.
- Produce a 10-year investment plan.
- Increase the annual R&M Budget by £102,000 from 2026/27 with the budget to be subject to inflation-based increases for the duration of the strategic plan.
- Review all rents in accordance with the provisions.
- Change letting terms to simplify rent reviews when opportunities arise.
- Hold deposits when letting new holdings.
- Pursue timely payments enforcing when necessary.
- Terminate tenancies in cases of persistent late and non-payment.

A well-managed Estate to be proud of

Why is this important?

The Smallholdings Estate is an asset of significant value and profile within the agricultural community. The links between the Council and its tenants can span decades.

It is important that we manage the Estate transparently, prudently and professionally.

As well as offering rare opportunities for people to farm on their own account, they are people's homes, and it is important that those homes are fit for purpose.

What are we going to do?

- Improve documentation and record keeping to strengthen our capability to make data informed decisions by creating a complete, accurate and well-maintained dataset for our holdings/ tenancies.
- Apply decision-making principles consistently using data to inform those decisions.
- Improve transparency and answerability for management arrangements
- Review the principles and processes of appointing new tenants
- Invest appropriately in the repair and maintenance of the holdings, and we will specifically aim to improve the Estate's EPC average rating.

How are we going to do this?

- Develop profile sheets for all holdings summarising key data and update periodically.
- Record agreements between Landlord and Tenants for future reference.
- Undertake comprehensive condition surveys to establish the condition of dwellings and buildings.
- Use CPM (computer aided facilities management program) to manage rent reviews and tenancy renewals.
- Establish key performance indicators and report annually.

An Estate where risk is minimised and managed

Why is this important?

There are certain risks attached to owning any property. The risks attached to smallholdings are higher relatively to those attached to other Council properties in their unmitigated state. This is due to their lack of uniformity, the tenants' independence and the limited control the Council has over their actions.

As the Council is committed to retaining the Estate, the risks cannot be eliminated. Therefore, it's recommended that reasonably practicable steps are taken to manage them.

What are we going to do?

Minimise exposure to the following risks:

- Civil and/or criminal liability
 - For health and safety matters and others
- Statutory Compliance
 - Building Safety Matters
 - Environmental Legislation
- Financial burden
 - Repair and maintenance costs and liability for costly repairs
 - Insurance costs
 - Non-payment of rent
- Poor Estate management
 - Non-compliance with lease terms by either Tenant or Landlord
 - Repair and Maintenance
- Reputational damage
 - As a secondary consequence of the realisation of the above risks.

How are we going to do this?

Take opportunities to make beneficial changes to tenancy agreements whenever possible e.g. when negotiating tenancy renewals or amendments to:

- Clearly define both Tenant's and Landlord's duties
- Transfer certain duties to tenants as appropriate.
- Transfer responsibility for ensuring the house is safe and compliant to the Landlord (where necessary).
- Investigate options for reducing the cost of insuring the properties to the Landlord.
- Reduce the length of the tenancies to give the Landlord a stronger negotiating position and more control over the properties.
- Take a low-risk approach to tenant appointment
- Presume in favour of approving applications for succession (on revised terms) in joint names where family members wish to succeed subject to previous satisfactory performance. *

* NB this will reduce opportunities for new entrants

An Estate that supports the Council Plan

Why is this important?

Whilst the Estate is let to c.90 households, it is proposed that it should be made available for alternative uses to support the delivery of the Council Plan where appropriate.

This may include retaining some holdings or parts of holdings in hand rather than letting them so they can be used for alternative purposes. It could also involve working collaboratively with tenants to develop management plans that enable the land to be used for a particular purpose.

What are we going to do?

Consider alternative uses for parts of the Estate when opportunities arise:

- Repurpose buildings for strategic use.
- Repurpose land for strategic development. Repurpose land for uses that will contribute towards tackling climate change.
- Reinvest the proceeds from the sale of holdings to acquire new land to be let as part of the Estate in the short to medium term with strategic potential for accommodating economic, housing, education or other development.

How are we going to do this?

- Change the form and length of tenancy, as outlined under “Minimize Risk” to give the Landlord a stronger negotiating position and more control over the properties.
- Repurpose holdings only after full appraisal and approval, giving priority to development or tackling climate change. Appropriate opportunities will be rare but should be taken when presented.
- Create a ring-fenced capital fund from sale proceeds to reinvest in the Estate, including purchasing strategic agricultural land for future development. Land will be let for agricultural purposes until its strategic potential can be realized.

Risks in delivering the Smallholdings Management Strategic Plan

- Internal capacity to deliver
- Legislative changes
- Need to react to unforeseen events
- Budgetary constraints
- Resistance to change
- Broader discussions around pressure on the agricultural sector derailing change
- Perception of proposed changes being unfair
- Limited ability to make changes within the life of tenancies without the Tenants' consent, together with the long length of those tenancies and low turnover.
- Climate change and the seemingly higher frequency of damage-causing storms, and the resulting pressure on insurance costs and cover availability.

Governance: Monitoring and evaluation

We will establish robust arrangements to ensure the successful delivery of the strategic plan. These arrangements will provide clarity, accountability, cohesion, and a structured approach to effectively monitor progress.

The Highways, Waste and Property Service Management Team will lead on developing, implementing and monitoring the strategic plan. This group will report directly to the Leadership Team – Capital and Digital.

Regular progress updates will include details of actions taken, outcomes achieved, and the impact delivered, highlighting both successes and challenges. An annual progress report will be produced, alongside a formal review of the strategic plan to ensure it remains relevant and effective.

It is important to recognise that delivering these changes will take time, largely due to the security of tenure held by our tenants. Progress will depend on individual circumstances, and we must be prepared to take opportunities as they arise, such as retirements or other changes.