

*Darparu cefnogaeth a chynghor i
fudiadau gwirfoddol a grwpiau
cymunedol ar Ynys Môn i'w galluogi i
weithio'n fwy effeithiol*

*Providing support and advice to
voluntary organisations and
community groups on Anglesey
enabling them to work more
effectively*



Medrwn Môn

Cynllun Strategol/Strategic Plan

2025-2028



Foreword and Vision

Medrwn Môn is moving into an important and exciting time as an Organisation, having restructured both our staff and Board, and following a move to our new offices in the Anglesey Business Centre.

As we move into the funded period 2025-28, we now have the opportunity to plan for both core and project services for 3 years. The Strategic Plan is our principal strategy document. It will influence and inform our strategies and plans for provision those services over the next three years and will provide us with the stability and time to ensure that we are able to build on our offer of support for communities, community groups and organisations across the Island.

We will also build on our successes in continuing to develop our award-winning social prescribing service, our much-acknowledged Place Shaping programme in partnership with Anglesey County Council and our efforts in building an Organisation where staff continue to thrive.

We are proud to present this Strategic Plan 2025-28 as our blueprint for further development, for measuring success and solidifying our role as the County Voluntary Council for Anglesey.

Chair Andrew Mark Hughes (Amlwch All Abilities)

SUMMARY

Vision

Medrwn Môn's overarching vision is to promote and support volunteering, voluntary and community organisations by working with individuals, groups and communities on Anglesey to ensure they play a full and prominent role in developing the potential of the Island.

Medrwn Môn plays a vital role when representing the voluntary and community sector by expressing the sector's views to partnerships, local government and other statutory bodies, thus ensuring the sector's opinion is heard.

By working in partnership with others and by responding positively and imaginatively, we aim to strengthen and empower communities throughout Anglesey.

The Strategic Plan 2025-28 sets the direction for Medrwn Môn for the next three years. The document details the context within which Medrwn Môn operates, the opportunities that might be encountered and the challenges that the organisation may need to overcome.

The plan highlights how stakeholders have been engaged, including staff and partners and reaffirms our mission statement and organisation values.

We have set a range of outcomes to achieve for both the sector on the Island and our organisation. These are accompanied by a number of high-level indicators. Over the three-year period 2025-28 these will demonstrate if our activities and services are bringing about the changes that we expect them to.

The Strategic Plan is supported by a range of operational policies which will ensure that Medrwn Môn operates under the proper good governance rules and is well-managed.

1. INTRODUCTION

Background

Medrwn Môn is an independent intermediary body whose purpose is to provide support and advice to voluntary organisations and community groups on Anglesey enabling them to work more effectively, to represent and facilitate the engagement of the third sector at all levels of the strategic planning process.

The stated objects of the organisation (reviewed and updated in 2021) are:

‘to promote any charitable purposes for the benefit of the community in Ynys Môn and, including but not limited to, the advancement of education, the protection of health and the relief of poverty, distress and sickness’.

Medrwn Môn is governed by a Board of Trustees, who are elected by the membership at the Annual General Meeting and are also Directors of the Company for the purposes of Company Law. We are a membership organisation and membership is currently free and open to all third sector organisations and community groups based in or operating on Anglesey.

Third Sector Support Wales

Medrwn Môn is part of Third Sector Support Wales (TSSW), a network of support organisations for the whole of the Third Sector in Wales. It consists of the 19 local and regional County Voluntary Councils (Medrwn Môn is a County Voluntary Council) and the national support body Wales Council for Voluntary Action (WCVA). As Third Sector Support Wales, we work with people, volunteers and third sector groups to identify and address what matters to them. To achieve our shared goals, we collaborate with other key partners across the third sector, the public sector, business, research and funders.

All the work Medrwn Môn does is centred around our key pillars. These key pillars are vital in our day-to-day work and to help the island of Anglesey. These four key pillars are as follows:

- **Sustainable Funding**- Medrwn Môn works to ensure that the third sector is thriving and sustainable, and that organisations secure and generate the resources they need to survive, thrive and remain relevant in the future.
- **Volunteering**- Medrwn Môn works to develop active and involved citizens by enabling more people and communities to benefit from volunteering.
- **Good Governance** - Medrwn Môn works towards supporting volunteer trustees and management committee members to excel in governing their organisations and deliver quality outcomes.
- **Engaging and Influencing**- Medrwn Môn works to ensure that organisations can effectively influence policy, scrutinise public services and act as a route to civic participation especially for disadvantaged and minority groups.

To support this work, TSSW have a suite of systems that are available to the wider third sector in Wales. The [TSSW Knowledge Hub](#) was launched in 2020 and provides a wealth of information, advice and discussion group facilities on key issues.

In addition to this the TSSW digital offer includes:

Infoengine	Infoengine is the directory of third sector services in Wales. Infoengine highlights a wide variety of excellent voluntary and community services that are able to provide information and support individuals, groups and organisations to make an informed choice.
Volunteering Wales	Volunteering Wales is a digital platform, managed by Third Sector Support Wales (TSSW), that connects individuals with volunteer opportunities across Wales. It acts as a central hub for finding and recruiting volunteers, making it easier for organisations to advertise their needs and for people to discover ways to contribute their time and skills.
Funding.cymru	Is a funding search platform created by Third Sector Support Wales. Groups and organisations can search for funding using the free online search engine, which includes grant and loan finance opportunities from local, national and international sources (revenue and capital)
CRM	CRM is a centrally developed and maintained records management system for all the interactions CVC staff have with community groups and organisations in line with the 4 key pillars. All CVC staff contribute to the system which informs Welsh Government of the impact of the 19 CVC's collectively.

Impact

Our work on impact is twofold. In order to better demonstrate the impact that we have as an organisation and as a collective under the TSSW partnership we will:

- Work with other CVC's and the WCVA to maximise the knowledge and skills within the network, including Social Return on Investment (SROI) expertise and accredited provision
- Utilise the new Knowledge Hub to disseminate learning and information on impact to the sector
- Continue to improve and refine TSSW's own impact measurement framework including working on how the CRM and other digital tools can improve this work

Learning and Development of TSSW staff

TSSW are clear that their Learning and Development focus needs to be on developing and improving the core offer that we have as a partnership, as demonstrated by the four pillars. To do this TSSW is focussing support to staff on Impact, advice on legal structures for third sector organisations, equality, diversity and inclusion and Digital inclusion.

Volunteering and Active Citizenship

The Volunteering Practitioner Network meetings invite Volunteering Development Officers from CVCs and WCVA Volunteering Lead Officers to share good practice and to help to develop the national offer for Volunteering support (to individuals and to organisations). This includes

Volunteering Wales and Linc Cymunedol Môn, which offers help to individuals who require some support before volunteering.

Engagement and Influencing

Given the financial pressure and combined high levels of expectation around the sector's role as articulated in the Wellbeing of Future Generations (Wales) Act 2015 and the Social Services and Wellbeing (Wales) Act 2014, we have a focus on developing public sector understanding of and funding to the sector through:

- Promoting the Welsh Government's Code of Funding for the Third Sector and participation in the Funding and Compliance Sub Committee – TSSW partners have an important role in reflecting rhetoric vs reality, grants v procurement, and supporting the development of better, inclusive public sector funding practices;
- Collaborating to articulate a vision for 'social value' and raise awareness of the third sector's role in delivering the spirit of the SSWBA and A Healthier Wales, including through promotion of case studies and Infoengine;
- Effectively assessing equality impacts and how we prepare for which local government and/or community based assets and services will be delivered in the future by the sector, e.g. libraries, sports facilities, theatres etc
- Developing our Health and Social Care offer (Managed via health board funding) to develop improved multi-agency responses to community need (through funding agreements, investment in Social Prescribing etc)

Welsh Government receives an annual report which highlights the achievements of the Infrastructure across Wales. This arrangement is closely linked to the Voluntary Sector Compact and the Voluntary Sector Scheme which set the relationship between Welsh Government and the Voluntary/Third Sector into a legal framework.

Each County Voluntary Council agrees set Key Performance Indicators and priorities with the on an annual basis. Performance against these targets is monitored on an annual basis by WCVA through the information we input into the CRM.

Development of our Strategic Plan

Medrwn Môn began in 2001. In order to ensure that the organisation builds on the achievements of over 20 years work, and continues to meet the needs of the third sector and local communities over the plan period, the Strategic Plan will take account of the significant changes expected in the local, regional and national environment that we work in over the next coming months and years.

The Strategic Plan is supported by an annual workplan covering each of the three years (2025-28). Individual working groups (Communication, Volunteering and Place Shaping & Môn Community Link) will support the achievement of both the workplan and Strategic Plan outcomes.

Stakeholder analysis

Medrwn Môn undertakes an ongoing [State of the Sector Survey](#) to better understand the current support requirements, challenges and barriers faced by the sector on the Island.

The survey also gathers feedback from the respondents about our services and offer suggestions and feedback for future service improvement.

At present we have 56 responses to the survey, and this is being prioritised for 2025-26.

Our Third Sector Networks also gather information on barriers, challenges and good practice in the sector, this evidence is collected and informs our workplan for the year.

2. ACTION PLAN 2025-28

The Action Plan below outlines the key priorities and required actions for the Organisation against the four key pillars and project responsibilities. It will be used alongside the workplan to monitor progress against targets and will be subject to change as the priorities are addressed. The Risk Management and Forward Planning subgroup, consisting of trustees and the Chief Officer will ensure that both the Strategic Action Plan and workplan are reviewed on a regular basis.

Priority Area/Core Services Standard			
	Action	Timescale	Responsibility
Third Sector Support Wales			
Umbrella support body status for the Island	Secure sustainable funding for the continuation of Medrwn Môn as the Anglesey based Third Sector Support Service through income generation and new service provision opportunities.	Ongoing	Board of Trustees Chief Officer
	Continually review our focus on the 4 key pillars of work in our role as CVC and ensure our contribution is recognised in the annual impact plans generated by WCVA and reported to Welsh Government.	April 2026 (and then annually)	Chief Officer
	Offer a dynamic and strategically relevant membership service	Ongoing	Board of Trustees Chief Officer
	Provide innovative and need led service that delivers a national, regional and local funding agreements	To be measured quarterly (July, Oct, Jan, Apr)	Chief Officer Core Staff
1. Core Service Standard: Volunteering			
	Provide a service that helps the sector to develop quality volunteer placements – including the provision of volunteering policies, template documents and good practice guidance	Ongoing	Core Staff

	Support the sector to use both Volunteering Wales and Connect Anglesey as trusted sites for recruiting volunteers and measuring volunteer journeys	By end April 2026	Core Staff
	Contribute to raising the awareness of and celebrating the role that volunteers and volunteer led organisations play in developing the potential of the Island	Quarterly review Annually during Volunteer's Week (1 st week of June)	Core Staff
	Work with statutory partners to develop sustainable volunteering opportunities, explore time off for volunteering	By early 2027	Core Staff
	Promote Welsh Government's new Vision for Volunteering in Wales	August-September 2025	Board of Trustees Chief Officer Core Staff
2. Core Service Standard: Good Governance			
	Ensure Medrwn Môn is fit for purpose as an infrastructure organisation supporting third sector and voluntary groups on the Island.	By end 2025	Board Chief Officer
	Provide regular support and learning for Board Trustees by improving our training provision for governance, recruitment of trustees and skills gap analysis	To be reviewed every 6 months from April 2025	Chief Officer Core Staff
	Promote examples of good governance that demonstrate the various models of organisational structures available to the sector	Ongoing	Core Staff
	Work collectively with CVC's nationally to promote good governance, explore opportunities to collaborate and raise awareness of campaigns such as Trustee Week	Bi-monthly starting April 2025	Core Staff
	Provide a voice for the sector in forums that explore barriers, challenges and opportunities relating to governance in the sector.	Quarterly from April 2025	Chief Officer
3. Core Service Standard: Sustainable Funding			
	Ensure Medrwn Môn has developed a robust funding and income generation plan to create long-term sustainability for the Organisation	By 31 st March 2025	Board Chief Officer

	Support the sector to explore different models of funding, and alternative models that help to promote long-term planning and delivery	Ongoing	Core staff
	Promote funding opportunities and forums for groups and organisations to understand the funding landscape on a local and regional level	Monthly from April 2025	Chief Officer Core Staff
	Promote and support an environment of joint working and developing projects, commissioning and co-funding across the sector and with partners in the public and wider third sector	By 31st March 2026	Chief Officer Core staff
4. Core Service Standard: Engagement & Influencing			
	Ensure that Medrwn Môn effectively communicates its role and purpose as an infrastructure organisation supporting the third sector on the Island	Quarterly from April 2025	Board Chief Officer Staff
	Work with strategic partners including Isle of Anglesey County Council, BCUHB and Anglesey & Gwynedd Public Service Board to ensure Third Sector provision is integral in the planning of Public Services	Ongoing	Chief Officer
	Work with WCVA and Welsh Government to develop opportunities for nationally co-ordinated responses to key legislative and Public Service policy developments	Ongoing	Chief Officer
	Continue to develop a better understanding of the needs of our third sector and voluntary organisations and gather a collective voice through open and honest communication	By 31 st March 2026	Chief Officer Core Staff

Priority Area/Project services			
	Action	Timescale	Responsibility
Health and Social Care			
1. Third Sector Community and Wellbeing Officer			
Strong and connected communities	Ensure that there are effective communication channels between Medrwn Môn and the Health Board on a local and strategic level including the GP Cluster, Pan Cluster Planning group and Public Service Board	By 31 st March 2026	Chief Officer Third Sector Community and Wellbeing Officer
	Ensure that the Third Sector is able to actively contribute to the design and delivery of local, regional and national policy and legislate consultations	By 31 st March 2027	Third Sector Community and Wellbeing Officer
	Support the sector to explore joint working and commissioning to deliver projects that deliver Health and Wellbeing outcomes	By 31 st March 2027	Third Sector Community and Wellbeing Officer
	Develop and maintain links with statutory partners to link CVC services with Health and Social Care Statutory provision i.e. Volunteering, Place Shaping, sustainable funding	By 31 st March 2026	Chief Officer Third Sector Community and Wellbeing Officer
	Promote the valuable role that the third sector plays in the Health and Social care arena on a local, regional and national scale- including taking part in research, strategic working groups, conferences and event	Ongoing	Chief Officer Third Sector Community and Wellbeing Officer
2. Môn Community Link			
Third Sector Point of Access for Anglesey	Secure sustainable funding for the continuation of Medrwn Môn as the Anglesey based Third Sector Support Service through income generation and new service provision opportunities.	By August/Sept 2027	Board of Trustees Chief Officer
	Working with third sector and statutory partners, support the delivery of health and social care outcomes that create resilient communities on the Island	From 1 st April 2025- 31 st March 2027	Chief Officer Link Team

			Third Sector Community and Wellbeing Officer
	Support the Place Shaping agenda in developing opportunities for developing resilient and resourceful communities	Ongoing	Chief Officer Link Team Place Shaping Officer
	Raise the profile of asset based social prescribing and the prevention agenda at local, regional and national events	Ongoing	Chief Officer Link Team Third Sector Community and Wellbeing Officer
Asset Based Community Development			
Place Shaping			
	Ensure that Asset Based Community development becomes a model of best practice for the Island	By 31 st March 2028	Chief Officer Place Shaping Officer Core Staff
	Promote Place Shaping on a local, regional and national level to raise awareness of devolved decision making and collaborative working between statutory services, third sector and communities	Ongoing	Chief Officer Place Shaping Officer
	Support the Engaging and Influencing function of the 4 Key Pillars to ensure communities have a voice in policy and decision making	By 31 st March 2028	Chief Officer Place Shaping Officer
	Ensure effective and efficient networks to avoid duplication of mapping community needs and priorities	Quarterly from 1 st April 2025	Chief Officer Place Shaping Officer Core Staff Link Staff

Third Sector support Wales Core Service Standards

Introduction

1. TSSW's long term shared goal is to:

Enable the third sector and volunteers across Wales to contribute fully to individual and community well-being, now and for the future.

2. We will work with citizens, volunteers and third sector groups to identify and address what matters to them. Our core activities to strengthen the third sector and volunteering will focus on:

- Enabling and supporting
- Being a catalyst
- Engaging and influencing

To achieve our shared goal we will need to collaborate with other key partners across the third sector, the public sector, business, research and funders.

3. The core service standards set out the 'universal offer' that will be consistently available across all TSSW partners across four pillars of activity:

- Volunteering
- Good governance
- Sustainable funding
- Engagement and influencing

4. Our work is broadly focussed on the common themes of:

- Information and advice
- Learning and development
- Networking and communication
- Shaping, influencing and building the social capital and resilience of the sector
- Raising the profile of the sector

5. The core service standards set out the common framework for TSSW service delivery which has local and national operational delivery. They also make reference to:

- Joint delivery refers to activities that TSSW partners will deliver together eg CVCs working jointly within a region, WCVA and CVCs working collaboratively.
- Collaborative delivery describes a range of external partners with whom TSSW could seek to partner with/work alongside in order to deliver the core service standards.
- Regional delivery refers only to the influencing and strategic engagement standard, where regional governance structures provide a framework for delivery eg Regional Partnership Boards, strategic partnership

Legislation & Policy

The Wellbeing & Future Generations (Wales) Act 2015- the Act requires all public bodies to put long-term sustainability at the forefront of their thinking, and in order to create a more sustainable Wales they must work with others including the third sector. The Act established the 7 Wellbeing goals below:



These goals will be achieved through the 5 Ways of Working:

- Prevention
- Integration
- Involvement
- Collaboration
- Long-term

The Act established local Public Service Boards, of which the membership includes the Chief Officer of Medrwn Môn.

The Act is celebrating 10 years since its implementation and the Future Generations Report 2025 is structured around the missions and focus areas of the Cymru Can strategy. Protecting funding for prevention is one of the key calls in the Future Generations Report and this aligns with the importance of the role of the third sector in support the Health and Social Care sector.

Social Services and Wellbeing (Wales) Act 2014- is transforming the way that social services are delivered. It aims to promote the integration of health and social care, encourage people to become independent to give them a stronger voice and control their lives, give people greater freedom to decide what support they need and promote consistent, high-quality services. The Act changes the culture from being a needs-based approach to asking the individual ‘what matters to you?’ and then maximising that individual’s own support networks and access to community resources. The Act sets out a vision for a stronger role for the third sector and social value organisations in the future and requires public sector bodies to promote third sector organisations, imposing a duty on them to include the third sector or Regional Partnership Boards.

Welsh Government Programme for Government 2022- is founded on the distinctively Welsh values of community, equality and social justice. It puts collaboration ahead of competition, showing how we should act to maximise fairness for all, eliminating inequality at every level of

society. Many commitments in the Programme for Government are focused on enabling people to thrive in their local areas as well as supporting communities of interest. For example:

- Developing a Wales Community Food Strategy
- Investing in the learning environment of community schools.
- Ensuring the history and culture of our Black, Asian, and Minority Ethnic communities are properly represented, as part of our Anti-Racist Action Plan for Wales.
- Developing a positive narrative around tackling climate change
- Supporting co-operative housing, community-led initiatives, and community land trusts.
- Developing more than 50 local community hubs to co-locate front-line health and social care and other services.
- Commencing the socio-economic duty to ensure that public bodies consider the impacts of their decisions, particularly on disadvantaged communities.
- Making Wales a Nation of Sanctuary, drawing on the generosity of communities in every part of Wales who in recent years have made homes for people from Syria, Afghanistan and now Ukraine.

The new programme for Government is considering how these and many other programmes come together at the very local level and how the entire Welsh Government supports and works with our communities, in the hope of develop a place based Communities Policy. This is still a work in progress at the time of writing this Strategic Plan.

Local Partnerships and Plans

Anglesey and Gwynedd Public Service Board- The Well-being of Future Generations (Wales) Act 2015 created a Public Services Board for each local authority area in Wales to ensure that public bodies work together to create a better future for the people of Wales.

For Gwynedd and Anglesey the Board has divided the two counties into 14 smaller areas. Every five years an assessment of local well-being is published and includes detailed research on economic, social, environmental and cultural issues. Engaging with communities is core to the success of the plan and the Board commits to providing clear guidance in order to reach its objectives.

The Board has set itself 3 outcomes to work towards in their Wellbeing Plan for 2023-28

- Working together to mitigate the effect of poverty on the well-being of our communities
- Working together to improve the wellbeing and achievement of our children and young people to realise their full potential
- Work together to support our services and communities to move towards Zero Net Carbon

As a partner to the PSB, Medrwn Môn has also recently signed the Healthy Travel Charter, which places a series of commitments the organisation will make over 2 or 3 years to support their staff and visitors to walk and cycle more, take public transport, and switch to electric vehicles.

Anglesey Council Corporate Plan 2023-28

The council's vision is to create an '*Anglesey that is healthy and prosperous where people can thrive*'. Its strategic objectives are centred on:

- The Welsh Language
- Social care and wellbeing
- Education
- Housing
- Economy
- Climate Change

and has the general guiding principles of sustainable development, equality and diversity, prevention and safeguarding, commitment and accountability, communication and modernisation.

Medrwn Môn is mentioned in the plan as a delivery partner for the above, with particular reference to our Place Shaping programme. Involvement in how the Council makes decisions, implements services and manages budgets for the third sector are all key opportunities for Medrwn Môn to raise the voice of the sector and to discuss the Third Sector Funding code of practice and Compact Agreement.

Managing Risks

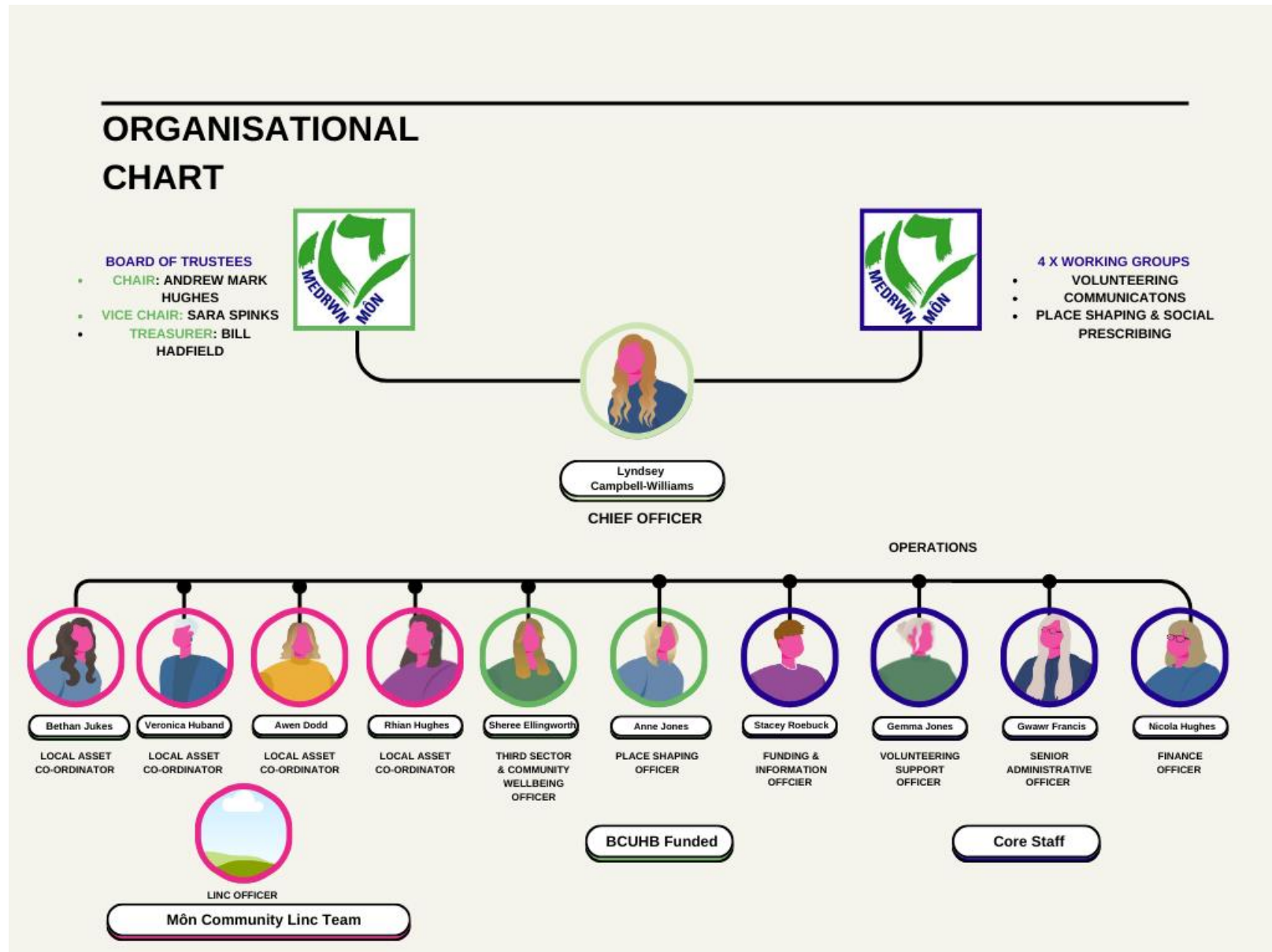
The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

Medrwn Môn identifies, assesses and manages risk using the following methods:

- An effective management and reporting structure which allows trustees to scrutinise and oversee the activities of the organisation through meetings of the board and sub-committees which have clear Terms of Reference and which are reviewed annually;
- An ongoing Risk management procedure managed through the Risk Management and Strategic Planning sub-committee (including annual risk reports presented to the full Board)
- Financial Risks - A set of Financial Regulations which are reviewed annually; Finance and Resources meetings receive quarterly finance reports and the Treasurer meets the Chief Officer and Finance Officer quarterly to review the organisation's financial performance. Financial risks are included in the Risk Management procedures of the organisation
- Strategic and Operational Plans (setting out priorities and plans for future years) and approved by the Strategic Planning sub-committee and Finance & Resources sub-committees
- A comprehensive set of policies and procedures in place, with an agreed process for their development, review, implementation and amendment, including Health and Safety, Equalities and Welsh language policies

- Engagement of external professional advisors to guide the organisation in legal, contractual, financial and personnel and health and safety matters
- A robust staff recruitment and appointment procedure which ensures that the organisation has appropriately qualified and experienced staff to deliver its services
- A staff supervisory and guidance structure which includes staff meetings, team meetings and one to one supervision and annual appraisal.
- Adequate insurances against identifiable risks
- Designated reserves set against risks identified in the Reserve Policy which is reviewed annually
- Monitoring and reporting systems which measure output against a set of National Standards agreed with the Welsh Assembly Government and against targets set out in service level agreements and contracts agreed with other funders

Organisational Chart



SWOT Analysis

Strengths	<ul style="list-style-type: none"> • Expertise and sector knowledge • Organisational self-awareness • Strategic positioning • Positive working relationships with partners • Independence • Collective voice- TSSW • Reputation to deliver • Flexible and responsive • Staff/Trustees with a wide variety of knowledge • Positive perception by the Local Authority • Financial reserves
Weaknesses	<ul style="list-style-type: none"> • Capacity to income generate • Requiring new skills for emerging priorities (specifically technological) • Communication and information systems • HR and accounting software systems • Staff recruitment • Full-cost recovery models
Opportunities	<ul style="list-style-type: none"> • Emerging relationships with BCUHB • Existing relationships with Anglesey Council and the Public Service Board • Training sessions- staff delivered training provides opportunities to generate income • Increasing relationships with community groups (full core capacity) • Influencing policy and practice- Place Shaping • Government Elections 2026
Threats	<ul style="list-style-type: none"> • Funding climate, austerity and cost of living crisis • Government Elections 2026- new programme for Government • Competition for funding • Grants and contracts- joint commissioning • Succession planning – staff and trustees • Increasing expectation on the Third Sector

PEST Analysis

Political	<ul style="list-style-type: none"> • Legislation- Wellbeing of Future Generations (Wales) Act, Social Services and Wellbeing (Wales) Act, upcoming Welsh Government elections (2026) and Communities Policy • Changes in local Authority boundaries - 2023 Review of Parliamentary Constituencies • Local Authority support through Town and Community Councils and elected members
Economical	<ul style="list-style-type: none"> • Impact of the cost-of-living crisis • Reduced number of funds/grants available to the sector • Increase in the National Insurance payments – impact on employers • Reduced budget of Local Authority • Increased competition for funding that is available • Active travel charter- reducing the cost implications of staff travel for the organisation • Income diversification – need to look at new ways to generate income • Grants v contracts
Social	<ul style="list-style-type: none"> • Anglesey's ageing population • Reduced workforce- less people of working age • Health and wellbeing prevention agenda- increased demand on services as cost-of-living impacts people's wellbeing • Volunteering- national shortage of volunteers • Lifestyle changes- preference for working from home • Welfare reform and poverty reduction agenda
Technological	<ul style="list-style-type: none"> • AI • Increased use of social media to keep people engaged • Increased use of online/hybrid meetings – back-to-back meetings impact staff wellbeing • Increase use of online/ hybrid meetings- reduces need and cost for staff travel • Online service delivery • Digital exclusion