



DESIGN
COMMISSION
FOR WALES
COMISIWN
DYLUNIO
CYMRU

1 April 2025 —
31 March 2026

Annual Report 25/26

Contents

2025-26 in numbers	04
Chair's foreword	05
Chief executive's foreword	06
About the Design Commission for Wales	08
Why design matters	11
2025-26 activity and impact	13
Strategic Influence	14
Inspiring and informing	18
Supporting the delivery of good design	29
Performance	34
What's next – strategic priorities for 2026-27 and beyond	39
Appendices:	
1. Governance Statement and Board of Directors	41
2. Equality and inclusion	46
3. How DCFW contributes to the Well-being Goals and Ways of Working	47
4. Note on financial and human resources, support in-kind	49

Local Development Plans

8

identified small sites and fed into LDPs with 8 local authorities

2025-26 in numbers



Events

145

145 delegates attended our Culture and Placemaking Conference

822

822 professionals attended 13 DCFW events

South east Wales Strategic Development Plan

10

delivered vision workshop with 10 local authorities

Placemaking Wales Charter

80

celebrated 5th anniversary with 80 of the 187 signatories

29

welcomed 29 new signatories

Town Booster Pilot

3

3 local authorities

61

61 participants

4

4 local community spaces improved

National Design Review Service

15

held 15 design review sessions

13

worked with 13 local authorities

20

welcomed 20 observers to support their CPD

Engagement

327

6 webinars delivered to 327 professionals

62%

+62% LinkedIn followers

321

321 YouTube views

Chair's Foreword



This past year has been a very significant one for us here at the Design Commission for Wales.

At the end of 2025 we said good-bye to our former – and first – chief executive, Carole-Anne Davies. As a board, we thank Carole-Anne for her leadership and commitment, first during the establishment and then the subsequent growth of DCFW's positive influence on the built environment in Wales over 23 years.

We were delighted, then, following a thorough recruitment process, to recommend the appointment of Jen Heal as chief executive. Given Jen's 11 years with DCFW, latterly as deputy chief executive, it has been a very smooth transition, and we are looking forward to finalising and executing our new five-year strategy under her leadership.

We welcomed new Board members Zaynub Akbar, Barney Evans, Simon Jones and Simon Power from

1 April 2025. All settled in well, although Zaynub no longer serves as a commissioner following her successful election as a Member of the Senedd in May 2026.

At time of writing, we are looking forward to working with our new Minister, Sian Gwenllian MS and her department to promote excellent design that makes Wales a better place for everyone.

A handwritten signature in black ink, reading 'Ewan Jones'.

Ewan Jones

Chair, Design Commission for Wales

Chief Executive's Foreword



I was delighted to take over from Carole-Anne Davies as chief executive of the Design Commission for Wales (DCFW) in January 2026. It was with heartfelt thanks that we said good-bye after her long and dedicated service to the organisation, building and maintaining its integrity and effectiveness for 23 years. Our Finance and Resource Manager, Sue Jones, left at the end of 2025 after a similar length of exemplary service and, given that we are such a small team, the change was significant.

New leadership and a new team provide the opportunity to refresh how we deliver against the targets set by the Welsh Government and continue to champion good design and placemaking. Now is a time for us to re-establish our voice and work collaboratively to bring about change in creative ways.

We held a workshop earlier this year with the majority of our board members to begin setting the direction for our five-year strategy, how best we demonstrate value and to refine our messaging accordingly.

We also took the opportunity to re-scope the roles within our small staff team and Luran Jenkins joined as office manager. She was followed by Felicity Barbur in the new position of design lead in March, charged with bringing more creativity and design-led thinking to what we do, including looking for

alternative design solutions and approaches as well as anticipating design challenges of the future.

During the year the Welsh Government undertook a critical friend review of DCFW which revealed our effectiveness as "small organisation, big impact". It found that the associate delivery model is effective, bringing value by engaging our highly experienced panellists: we remain extremely grateful to our highly-regarded panellists for their time and dedication.

During the considerable change this year, we delivered significant activity and impact, outlined in this report. A personal highlight was our follow-up to the 2025 national conference with this year's National Culture and Placemaking Conference which was both well-attended and hugely inspiring.

Another was our Placemaking Charter 5th Anniversary celebration – the first opportunity to bring the signatories together to celebrate progress in placemaking in Wales. Having led the placemaking agenda for DCFW and the development of the Placemaking Wales Charter while design advisor, I also welcomed this opportunity to explore the barriers to further progress and what we can do to tackle them.

Our Strategic Placemaking project supported eight local planning authorities to identify how their areas' settlements should best grow as well as the opportunities for smaller infill sites in existing settlements.

Fewer schemes came through the national design review service this year, with 15 reviews, but this is reflective of market demand and possibly some uncertainty and reticence in the lead-up to the Welsh Government elections in May.

Our next priorities

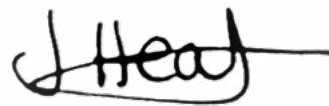
At time of writing, our next priorities include a focus on communication: promotion of best practice and our services are at the core of what we do and the recruitment of a communications officer is underway to help us improve our reach.

I am continuing to forge and refresh working relationships with all those professionals and organisations concerned with the built environment in the public and private sectors across Wales.

We intend to be responsive and supportive, and understanding the challenges and opportunities to achieving good design are essential to continuing to develop valuable and effective training, support and events. Particular focus areas currently emerging include affordable housing and making best use of small sites.

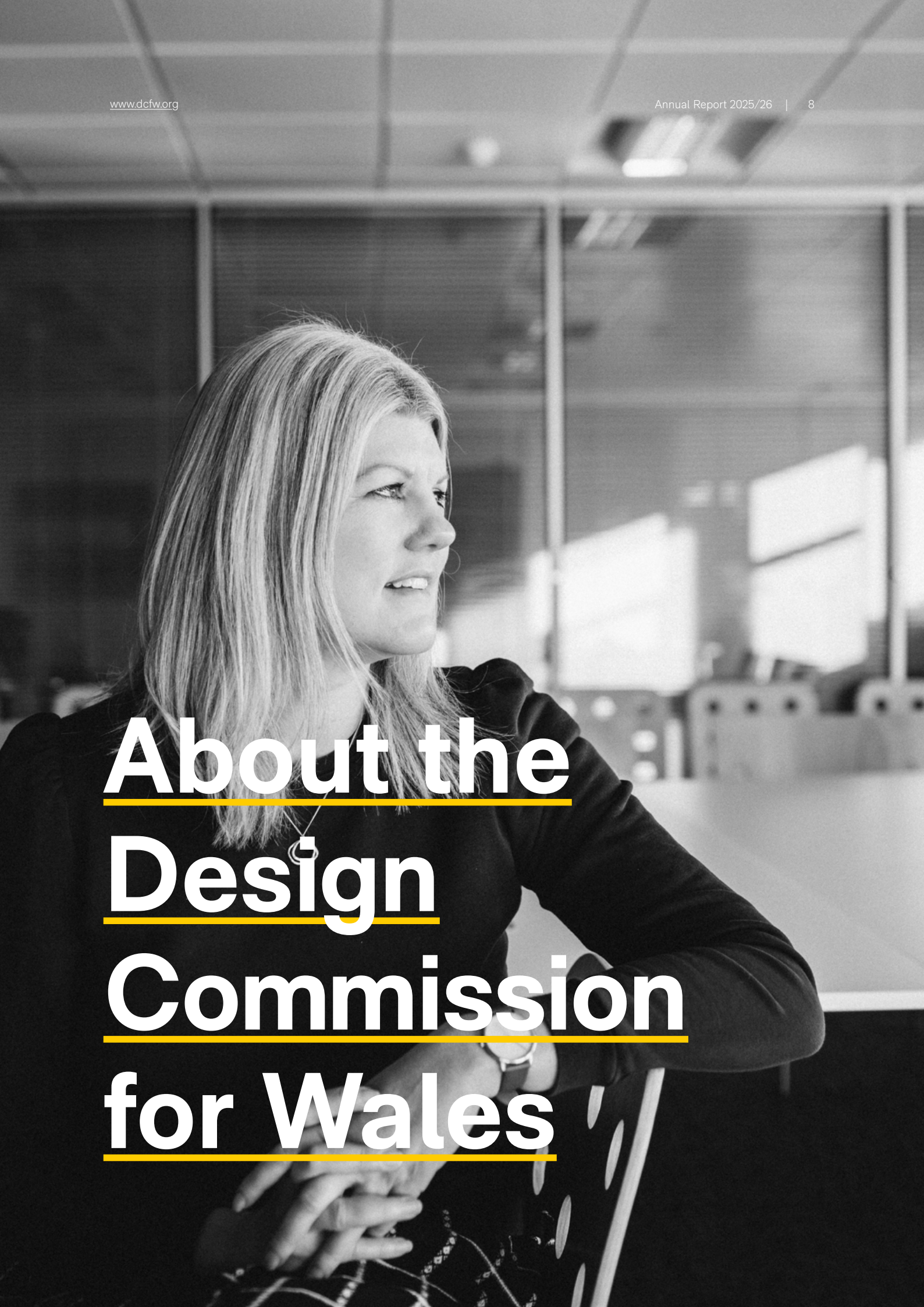
I particularly want to enable and promote joined-up working across disciplines and the public and private sectors, going hand-in-hand with developing our strategic placemaking support.

I hope you enjoy the report and please do get in touch to discuss anything you think we can help with or work together on.



Jen Heal

Chief Executive



About the Design Commission for Wales

The Design Commission for Wales is the national advisory body for the promotion of design excellence across the built environment, set up by the Welsh Government to help make Wales a better place for everyone.

It is a private company limited by guarantee (DCFW LTD), without share capital, incorporated in 2002 as a wholly owned subsidiary of the National Assembly for Wales, now the Welsh Government.

The Design Commission is funded by the Welsh Government to carry out activities in pursuit of the Objects of the Company contained in its Memorandum of Association, Annual Remit Letter and Term of Government Framework, as set out by the Welsh Government.

The Design Commission's board directors are appointed via the Ministerial Public Appointments process to carry out their duties with care, diligence, and skill.

Our role

Our role is to **advance good design** for our communities, buildings and public spaces and to **promote the benefits of good design** to every associated profession and at every level, from policy development right through to each stage of design and project delivery. We work with any scale of project, from localised works to nationwide infrastructure, and at any stage of development – although early involvement is always the goal.

Who we are

Our small core team plus a respected panel of independent, leading built environment professionals work across all sectors throughout Wales. Our board is also made up of independent members with both corporate and design expertise.



How we deliver:

Our activity falls into three categories:

1. Strategic influence to inform policy and consider design early and throughout projects.
2. Inspiring and informing built environment professionals around good design and its benefits.
3. Supporting the delivery of good design by plugging skills gaps within project teams and playing the role of critical friend on projects.

We achieve these by:

- supporting clients to determine and define what they want from a project and how to focus on achieving that through their vision and brief development and procurement process;
- running Wales' national design review service, providing Welsh Government-funded, independent feedback on development proposals ahead of making a planning application;
- contributing to the Welsh Government's development and review of design-related policy;
- providing those working in all built environment disciplines with continuous professional development opportunities in design and placemaking. This includes observing design reviews, more formal training, academic education partnerships, events and published guidance.



Why Design Matters





Kingsway, Swansea

Good design and effective placemaking are not optional extras – they are strategic investments for the long-term success of public places, communities and, importantly, public spending.

Good design is good value

While discussions often focus on initial capital costs, the true value of design extends far beyond construction, creating:

- enduring value with buildings and places that are resilient and adaptable to needs that change over time;
- public value through the provision of high-quality civic spaces;
- social value by baking in support for people's health, well-being and inclusion;
- cultural value by strengthening local identity and distinctiveness and inspiring civic pride.

Timing is critical

Early design decisions have a profound influence on a project's lifetime performance, determining factors such as energy efficiency, environmental impact, maintenance costs, adaptability and people's well-being. Good design from the outset will help avoid a project's future liabilities while delivering benefits that compound over time. Poor design, on the other hand, can lock in inevitable future costs for owners, occupants and the public purse.

The role of placemaking

Effective placemaking creates environments where people want to live, work, visit and invest. By supporting active travel, social interaction, healthier lifestyles, and stronger communities, well-designed places contribute directly, not only to quality of life, but also to economic prosperity.

The Design Commission for Wales' role is to help ensure that design quality starts as – and remains – central to decision-making so that communities are better off and healthier as a result of local developments.

Part of that is helping organisations recognise design as a strategic tool for delivering long-term value, reducing risk, meeting climate and well-being objectives, and creating places that are sustainable, distinctive, and resilient.

A large crowd of people is gathered in a modern, industrial-style space, likely a conference or networking event. Many individuals are holding drinks and engaged in conversations. In the background, a large projection screen displays a presentation slide with a blue background and white text. The text on the screen is partially legible and appears to be a quote or statement. The overall atmosphere is professional and social.

2025-26 activity and impact

Strategic Influence

Embedding Placemaking in Local Development Plans (LDPs)

Over the year we supported eight local planning authorities to embed placemaking in their LDPs.

ACTIVITY:

Over three phases, we worked with eight local authorities to explore opportunities in Amlwch, Bangor, Bargoed, Barry, Blaenau Ffestiniog, Brecon, Caerphilly, Cowbridge, Dolgellau, Harlech, Hay-on-Wye, Holyhead, Morriston, Neath, Port Talbot and Swansea. Our aim was to demonstrate how small, designed housing developments can make a significant contribution to affordable housing, while supporting our vision for vibrant, 20-minute neighbourhoods.

Our support was particularly focused on identifying where growth should be located and on achieving balance over large strategic sites, where significant

infrastructure investment is required and the delivery of mixed use centres and public transport can be challenging.

Our approach each time was to make the most of existing infrastructure and facilities by identifying opportunities for infill, densification and redevelopment within existing settlements.

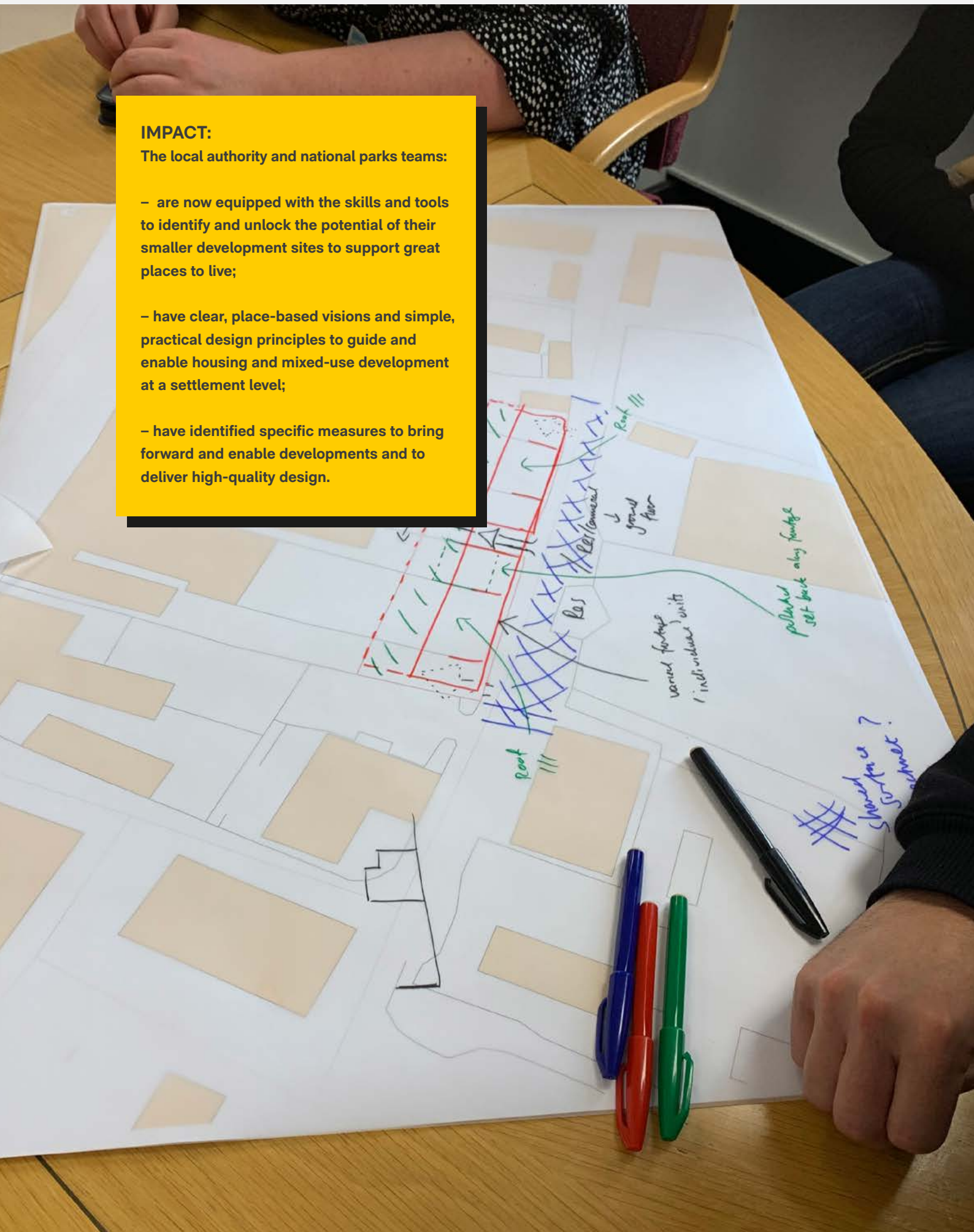
We brought to the table the good examples of these types of developments within settlements in Wales and elsewhere in the UK. We worked together to identify good practice and examined how good design can overcome common challenges with small sites and can support effective placemaking.



IMPACT:

The local authority and national parks teams:

- are now equipped with the skills and tools to identify and unlock the potential of their smaller development sites to support great places to live;
- have clear, place-based visions and simple, practical design principles to guide and enable housing and mixed-use development at a settlement level;
- have identified specific measures to bring forward and enable developments and to deliver high-quality design.



South east Wales Strategic Development Plan (SDP)

South east Wales is to have an SDP for the first time. With official adoption targeted for 2031, at the start of 2026 we facilitated a workshop with both members and officers from the ten local authorities to define the role, priorities and direction of the SDP and establish its vision.

ACTION:

We coordinated a day-long workshop in collaboration with Cardiff Capital Region (CCR) for its ten local authorities to feed into CCR's vision for the region.

Planning representatives of the ten local authorities explored existing features and future opportunities for the region to feed into their vision. We facilitated an approach that sought to bring open discussion and collaboration with discussions focused on identifying the region's unique features; the key issues the SDP should address; how it should function; and what success would look like.

IMPACT:

The workshop demonstrated a new way of working at the regional scale with local authorities working effectively in a collaborative way. The discussions established a shared desire for the SDP to provide clarity, coordination and confidence, while remaining flexible enough to respond to change over its 25-year term. We helped to draw out key themes including identity, connectivity, environmental sustainability, landscape, homes and communities and economy around which there was consensus. Further refinement led to a focus on connectivity, landscape and people. The workshop provided a positive foundation to the vision setting process.





"A big thank you to you and the team for yesterday – it was a really constructive first step. It feels like we now have a strong shared understanding of what makes the region distinctive, the key challenges ahead, and the themes that matter most to Members. I also met with officers this morning, who echoed that it was a very positive starting point."

Richard Matthams

Head of Strategic Development, Cardiff Capital Region

Inspiring and Informing

DCFW is uniquely placed to promote the value of good design across the spectrum of built environment disciplines. Information around policy and practice is an important responsibility for us to discharge, but our overriding desire is to inspire professionals not only with what good design looks like, but with what it can deliver for the people and places of Wales.

Placemaking Webinar Series

ACTIVITY:

We held six webinars on town centre placemaking through the year, covering green infrastructure; children and play; pedestrian provision; how to engage communities; funding; and anti-social behaviour.

IMPACT:

327 professionals attended online with additional reach from follow-up YouTube views. Connections were made, inspiration gained and information shared across disciplines.

"(We) were contacted by Transport for Wales colleagues following the Placemaking for Children in Town Centres webinar. They were in the process of reviewing Active Travel Act guidance and were keen to include some content around the theme of play. I met with them and provided a short background paper for them to consider."

Marianne Mannello

Assistant Director: Policy, Support and Advocacy, Play Wales



Grey is turning to green and the benefits are astounding in both number and power. Communities are coming together to build and shape the places where they live, work and play. New habitats are created, along with new jobs to care for them. Air pollution, flooding and urban heat sinks are reduced, raising the quality of life for miles around. People feel connected to the new nature on their doorstep and are bound to care for it as it does for them.



Culture and Placemaking: National Annual Conference

Two of the core principles of the Placemaking Wales Charter are **People and Community** and **Identity**, with culture at the heart of both.

ACTIVITY:

In March 2026, 145 local authority officers, built environment professionals and cultural leaders attended the national conference organised by DCFW in collaboration with Welsh Government Place Division.

IMPACT:

Together, through presentations, workshops and discussions, we captured practical ways of shaping better places through cultural activity, knowledge and networks, identified the associated challenges and distilled a number of policy and practice recommendations.





Jayne Bryant MS, Cabinet Secretary for Housing and Local Government delivering Keynote Address at the Culture and Placemaking Conference

Opportunities to improve placemaking by considering culture:

- **Engaging early with cultural groups enriches placemakers' understanding of a place,** going beyond the data to capture local stories and customs.
- **Cultural groups can facilitate more meaningful engagement** that reaches further into communities than traditional consultation methods.
- **Cultural activity brings places to life,** generating immediate energy, drawing people in and creating momentum.
- **An activity-led approach can help build demand for places,** which physical improvements alone often struggle to achieve – so culture can be the starting point for regeneration.
- **Culture can unlock local energy and enterprise:** engagement with cultural networks often reveals a latent demand for space and opportunity which can then potentially be matched with underused buildings or public spaces. The role of local authorities here is not to create something new, but to enable what already exists to flourish.
- **Incorporating local culture strengthens local identity and cohesion,** creating a sense of belonging as well as reinforcing the identity of a place.



The significant **social and economic benefits** that considering culture can bring include:

- reducing loneliness.
- improving perceptions of safety.
- creating economic opportunities through events and local enterprise.
- building common ground across diverse communities.

Challenges and risks to consider:

- The need for **inclusive engagement**: putting time and effort into reaching a broad cross-section of communities.
- Sustaining **community effort** and avoiding burnout from the most committed individuals with support structures and recognition.

- Avoiding **displacement**: As places improve, the cultural activity that contributed to their success is at risk of being displaced by rising rents or insensitive development. Placemaking must protect and amplify existing local culture, not overwrite it.
- Breaking down **silos** In many local authorities, culture, regeneration and planning functions operate separately, which limits impact. Greater integration will help fully realise placemaking benefits.



Our key recommendations for policy and practice:

1. **Integrate culture from the start**

To align investment with local identity and need.

2. **Resource creative engagement**

Recognise that cultural engagement is fundamental to achieving better outcomes by building time, budget and expertise for cultural engagement into projects.

3. **Enable**

With an enabling mindset, local authorities can play a critical role, for example by providing access to space.

4. **Connect and support people, spaces and opportunity**

Actively match cultural groups and entrepreneurs, underused buildings and spaces, and opportunities for activity and enterprise. Provide ongoing support for the contribution of community and cultural organisations, as well as clear pathways to funding and delivery, and bring knowledge of mechanisms such as community ownership and social enterprises.

5. **Join up policy and delivery**

Create a joined-up, place-based approach by breaking down silos between departments such as culture, regeneration, planning, and economic development.

6. **Start small and build momentum**

Small, visible interventions can build confidence, demonstrate potential, and create momentum for longer-term transformation.

7. **Shift mindset**

The most striking theme from the conference was the need for confidence and courage to seize the opportunity to bring more life, creativity and even fun into our towns and public spaces. This requires a shift away from the focus being risk aversion towards a more enabling, experimental approach that trusts communities and supports them to act.



Feedback from the Culture and Placemaking Conference...

"The day showcased some amazing case studies from across the UK and Australia! A thought-provoking and inspiring event – well done to everyone involved."

Clare Phillips

Head of Public Collaboration, Welsh Government

"A powerful reminder of how culture can drive meaningful urban change ... such a relevant and insightful Culture + Placemaking conference"

Gaunt Francis Architects

"A really valuable mix of people in the room from governmental civil servants and local authority reps across planning, regeneration, culture and community, alongside designers, architects and community practice artists."

Katharine Wheeler

Development Director, The Stove Network

"I am not sure how so much was packed into one day, honestly so many examples and perspectives on placemaking! Left inspired but also noticing huge benefits to a lot of these approaches and the outcomes they produce and the crossover benefits for mental health and wellbeing!"

Siobhan Parry

Deputy Director, Children, Young People, Families and Community, Plattform

"An inspiring day on culture and placemaking ... real diversity of speakers that are trialling, animating, nurturing, doing culture in cities, towns and villages."

Chris Jones

Place Practitioner, Chris Jones Regeneration

esign

Placemaking Wales Charter Anniversary

ACTIVITY:

On 25 September 2025 we celebrated the fifth anniversary of the Placemaking Wales Charter with a gathering of signatories in the newly opened 71-72 Kingsway building in Swansea. With short presentations from Rebecca Evans MS, Steve Smith, Placemaking and Heritage Lead for the City and County of Swansea and Jen Heal, there was also plenty of time for networking and collecting feedback on the progress of the charter so far. Signatories were also invited to contribute to a celebration document highlighting their work in relation to the promotion of the principles of the charter.

IMPACT:

Signatories had the opportunity to meet others from different sectors and feed into next steps for the promotion of the charter and placemaking across Wales. There was a sense of mutual support and collaboration for a joint effort in making places better.





Other sector events

We also promoted the benefits of good design at other organisations' events as a speaker, panellist or contributor. These included:

- Haverfordwest Regeneration Forum
- Community Housing Cymru Conference
- RTPI Tai ar y Cyd Webinar
- RTPI North Wales Conference
- Pembroke Regeneration Committee
- Housing LIN Symposium
- Tai ar y Cyd Community of Practice Meeting
- Planning Officers Society in Wales Meeting
- South Wales Conservation Officer Group
- Landscape Institute Wales Conference

"I am writing on behalf of the Pembroke Regeneration Committee, to thank you for your presentation that you gave to them last week ... that the group found it most interesting and informative."

Suzie Thomas

Clerk, Pembroke Town Council

Town Booster Pilot Programme

The Town Booster initiative, created by Creative Communities International and led by placemaking practitioner David Engwicht, focuses on how businesses and communities can revitalise town centres. Its premise is that short, intensive periods of community-led activity can transform both the physical environment and perceptions of place.

ACTIVITY:

A Welsh Government-commissioned pilot, overseen by the Design Commission for Wales, saw the programme tailored to the Welsh context and piloted in three towns.

Each involved a week of workshops with local authorities, town councils, businesses and residents, culminating in a 'makeover day' with a modest £2,500 budget. The workshops focused on low-cost interventions to improve the look, feel and social function of each town centre.

> [View video here](#)

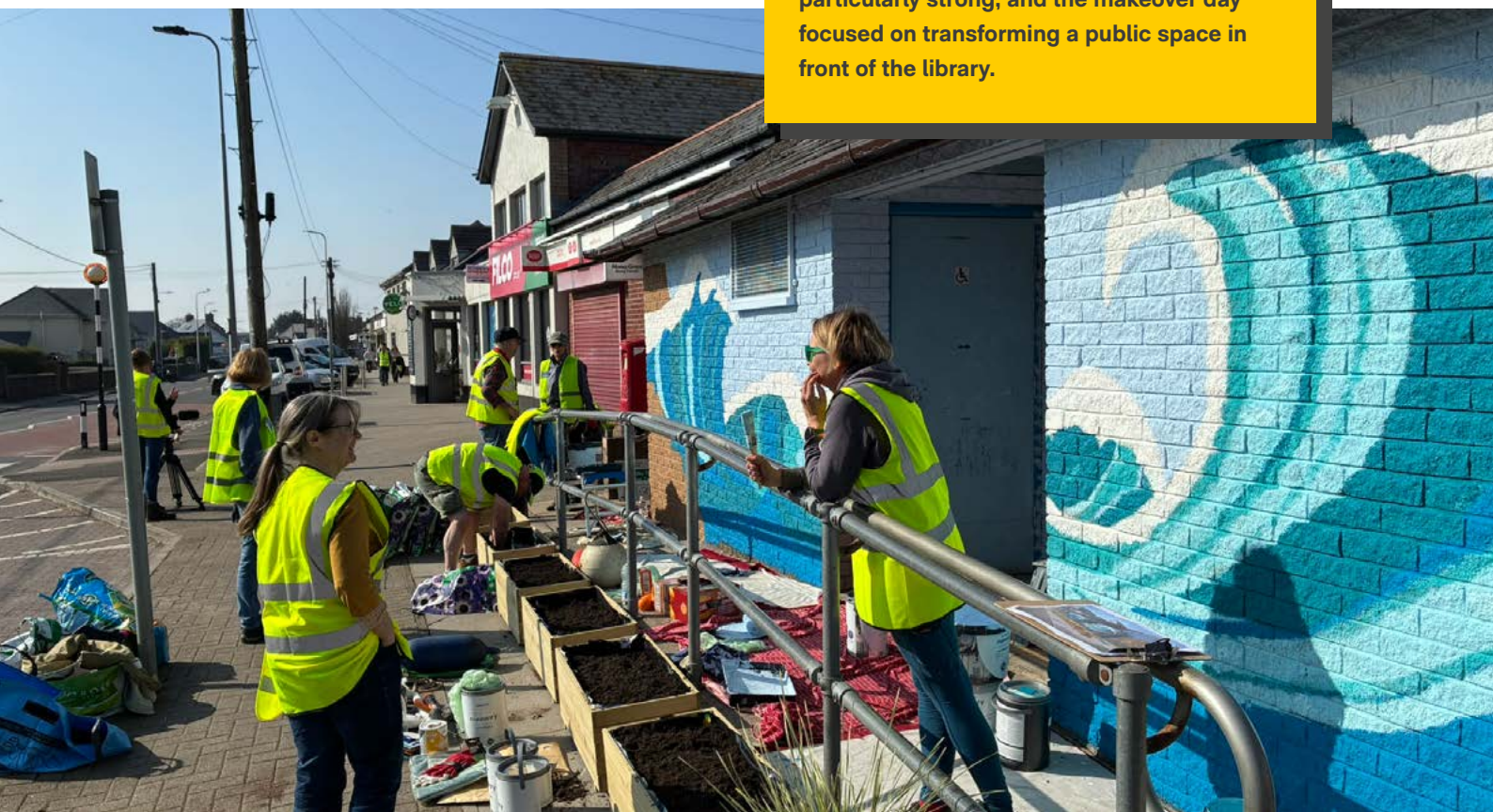
IMPACT:

The pilot showed that regeneration can begin immediately, even with limited resources.

In Abertillery, engagement during the week was modest, but the makeover day generated strong public response. Volunteers cleaned shopfronts, painted bollards, installed bunting and created a shutter mural. The visible impact sparked positive feedback and growing interest from local businesses keen to replicate improvements.

Llantwit Major saw higher engagement throughout the week, and 29 participants on makeover day. Improvements included planters, movable street furniture, a hand-painted town map and repainting a public toilet block, creating a desire and momentum for further improvements.

In Abergele, business engagement was particularly strong, and the makeover day focused on transforming a public space in front of the library.



Articles / Erthygliau

Newsletter

Our quarterly digital newsletter seeks to engage and provide food for thought on design and placemaking. With a growing number of subscribers – 79 new subscribers were added during the year, taking the total to 497 – we also share its guest articles on our website and with our LinkedIn followers to add reach. Recent topics have included digital approaches to planning and placemaking, smart towns, Welsh street design, placemaking skills development, and several perspectives on how we can do things differently.

Placemaking News

Culture + Placemaking in Town Centres 12 March 2026 | Cardiff

Save the date for a DCFW and Welsh Government conference exploring in delivering successful placemaking in town centres, bringing together sector perspectives.

Landscape-Led Placemaking and Design

DCFW will be involved in the Landscape Institute's National Housing and Conference, exploring how landscape-led approaches can deliver better outcomes in housing and regeneration. Book your place: **National Housing**

Regeneration Conference: Wales Tickets, Thu, 26 Mar 2026 at 08:30

DCFW Training and CPD

Looking to deepen your placemaking knowledge and develop your design offers training and CPD across a range of design and placemaking topics us to find out how we can support you: connect@dcfw.org

Placemaking Education – Online Training

Placemaking Education offers a range of free and paid online courses covering aspects of placemaking. Explore the courses: **Placemaking training courses**

Placemaking Education | Placemaking.Edu

Supporting the delivery of good design

A major part of our role is to provide clients with practical support to deliver good design and placemaking in their projects. We do this by providing training and resources to fill skills gaps and playing the role of critical friend, including our provision of Wales' national design review service.

Training

During the year we delivered diverse training, including:

- a training workshop on recent residential development in and around Brecon to officers at the Brecon Beacons National Park Authority
- an online session on integrated land use and transport planning for Regional Transport Planning Officers

- a guest lecture for MSc Spatial Planning and Development students for their site planning design and development module at Cardiff University

and contributed to two PhD students' work – one on community-led placemaking and urban regeneration in towns and cities across south Wales, and one on transit-oriented development in Wales.

"Thank you for the presentation this morning. The training you have done with Powys in the past has been invaluable."

Gemma James BA MSc MRTPI

Professional Lead – Development
Management, Powys County Council



National design review service

15 design review meetings

84 attendees

20 observers

13 local authorities

ACTIVITY:

Through the year we ran design reviews spanning transport infrastructure, town centre regeneration, mixed-use masterplanning, public realm improvements and education development. Although we will consider any size of project, most this year were at strategic or masterplan scale rather than individual buildings.

As usual, we offered observer places for the purposes of continuous professional development, and the service saw us cover each region of Wales.

IMPACT:

We identified common themes that emerged during the year's reviews, including the need for:

Authentic community engagement

The most prevalent recurring requirement is genuine participation, ensuring strategies belong to communities rather than consultants. This includes honest dialogue with communities and co-design of spaces to reflect local voices.

Stronger vision and narrative

Many schemes needed a clearer story explaining why the project is being undertaken, what problems it addresses and how it will create long-term public value.

Better implementation and delivery strategies

Many projects needed further detailed consideration of phasing strategies, business plans, delivery mechanisms and governance arrangements.

Evidence-based design

Several reviews highlighted the need for detailed analysis of areas including site constraints, existing movement patterns, economic conditions and public transport provision.



Introduction to Brief Writing – Guidance Document

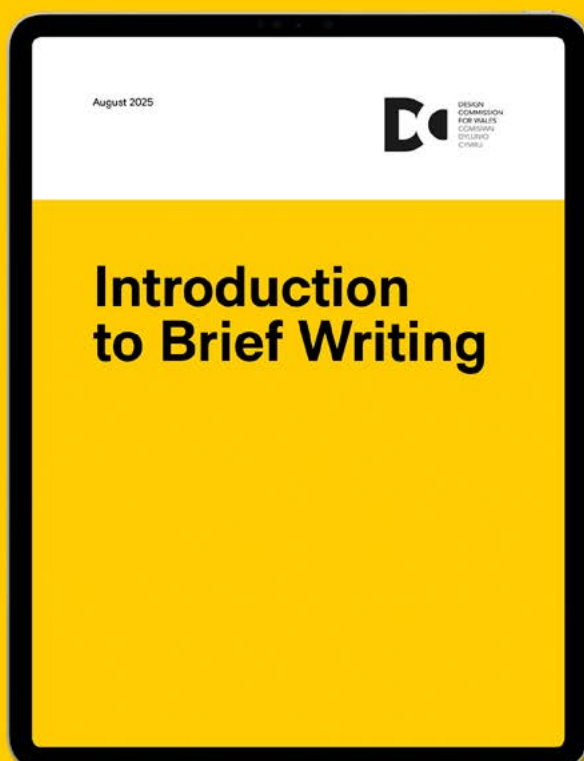
ACTIVITY:

In August 2025 we launched a new guidance document to support those preparing a brief for a development project.

The guide is available on our website and has also been sent to all local authority regeneration departments as well as being shared with key partners such as Transport for Wales.

IMPACT:

Preparing a project brief is one of the key stages in the design process that can set the course for design quality and good placemaking. This guide is aimed at anyone involved in preparing a project brief for any project related to the built environment. It covers steps involved in preparing material for the brief as well as presenting it clearly, all of which will contribute to the success of the brief as part of the design process and should lead to better design outcomes. We can also provide tailored support on brief writing through our client support service.



"Thank you very much for the comments ...[on our brief for Placemaking Plans]... these are very helpful and provide an excellent insight we need. We're working the feedback into our brief before we go live with our tender."

James Gibbings

SPF Economic Development Officer,
Carmarthenshire County Council

Transport for Wales

ACTIVITY:

We continued our close and collaborative working relationship with Transport for Wales (TfW) through the year, providing design advice and a sounding board for internal integration of placemaking and design quality.

IMPACT:

This included a site visit to Pontypool and New Inn Station which helped identify design challenges and opportunities with station improvements. We also further supported the integration of placemaking within TfW's internal tools and processes.

Client Support

We met with clients of significant development projects in Wales to encourage early engagement with our services. Many of these remain at a confidential stage but our work included facilitating discussions between several public bodies on the future of office buildings, scoping involvement to provide support on the masterplanning of an education campus and initial briefing discussions for a significant cultural venue.

Pontypool & New Inn station



Research and project partnerships

DCFW is involved in various multi-disciplinary groups and projects where design and placemaking are central to their work. Examples include:

Public Map Platform

We are part of the Wales advisory group on this two-year research project which aims to change the way that planning happens in local authorities across the UK by involving communities in the mapping of their area.

Town Centre Action Plan Oversight Board

We were part of the multi-sector board focused on revitalising town centres across Wales, feeding into the Welsh Government.

Placemaking Wales Partnership

We lead this multi-disciplinary group representing professions and organisations working within the built and natural environment.

Tai ar y Cyd social housing pattern book

Tai ar y Cyd is a collaboration between social landlords and the Welsh Government to develop a standardised pattern book of low-carbon homes to support the delivery of high-quality affordable housing. We were consulted during the development of the pattern book and its supporting design guide, we provided feedback and supported early testing of the pattern book with placemaking workshops.

Urban Retrofit International Symposium

Urban Retrofit UK is a multi-year research project co-led by the University of Glasgow and the UK Collaborative Centre for Housing Evidence (CaCHE). It investigates how planning and development systems can sustainably scale up place-based adaptations to the built environment. As a core project partner, DCFW attended the international symposium that welcomed delegates from eight countries and five continents in September 2025.





Performance

Financial

Revenue	£484,000 (adjusted to £396,000 at the end of the year)
Grant in Aid	£92,000
Value of in-kind support of panellists	£89,625

The financial year ending 31 March 2026 audit has been completed with unqualified opinion. The audit has not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Rebecca Evans MS, Cabinet Secretary for Economy, Energy and Planning at the Placemaking Wales Charter Fifth Anniversary Celebration



Operational

The Welsh Government sets our strategic objectives and annual targets in our Annual Remit Letter and accompanying Framework. These sit alongside the company objects (See Appendix 1), and our core services. The following provides a summary of delivery against these targets:

2025-26 Strategic Objective	Delivery
Support the development and implementation of the policies of the Welsh Government including Planning Policy Wales, Technical Advice Notes and Future Wales: The National Plan 2040, insofar as they relate to placemaking, design and architecture.	We have promoted the quality of design, placemaking and architecture expected in policy through design review and training. We have been involved in the working group reviewing TAN 18 Transport.
Promote the highest standards of development so as to support and promote inclusive design, sustainable development and climate resilience, in accordance with the Planning (Wales) Act, the Well-being of Future Generations (Wales) Act and the Equalities Act.	The national design review service continues to promote these aspects of design both in the registration process, review and reports.
Continue to embed placemaking across the development sector through the implementation of the <i>Placemaking Wales Charter</i> ... continue to play a facilitating role, in partnership with the Planning Directorate, in driving this work forward, particularly through regular engagement of Charter members. DCFW should consider how the partnership can be used to promote placemaking effectively, including incorporating the Partnership in its calendar of events.	The promotion of placemaking is central to our day-to-day work, through regular presentations to various organisations and speaker platforms at industry events. We also work specifically with Place Division on embedding a placemaking approach to town centre regeneration. We also continue to promote the Placemaking Wales Charter and signatories increased by 18% during the year, standing at 187 on 31 March 2026. 80 of those attended the Charter's fifth anniversary where we launched a publication celebrating the work of various signatories across different disciplines and sectors. The event was supported by the Placemaking Wales Partnership who also met during the year to assess signatories.
Continue the process of embedding the promotion of excellence in the context of delivering 'strategic placemaking' into the core work of the organisation. This includes refining your current proposals, in partnership with the Sponsor division.	The Strategic Placemaking project has been successfully delivered with eight local authorities. We will take the learning from this into a proposal for ongoing support for local authorities in the development of Local Development Plans and further work to support the unlocking of smaller sites within settlements.

DCFW's Key Performance Indicators (KPIs) for 2025-26	Performance against KPIs
18 Design Review days including a minimum of 4 days in north Wales (where demand requires).	We promote the national design review service, emphasising the quality of our panel and the usefulness of early engagement with schemes. We met all demand for the service, our panel reviewing 15 schemes over 13 design review days. Of these, two took place online, one was in north Wales, and one in Swansea.
8 professional development sessions planned and delivered.	We delivered 13 sessions, comprising: — 6 webinars — 1 local authority training day — 1 facilitated site visit — 5 workshops across Wales and across sectors.
350 built environment professionals / local authority members attending training / seminar events.	— 822 professionals attended our own events — 402 professionals attended events organised by others with DCFW involvement



The Well-being of Future Generations

At DCFW, we are part of the Welsh Government's strategic delivery of a Wales fit for future generations. We therefore routinely measure our progress against each of the well-being goals and adopt the five ways of working day-to-day. Our ongoing contributions to the Goals and Ways of Working are set out in Appendix 3, and here are some of the specific approaches we took during 2025-26:

Design Review Service

We provided independent design reviews across Wales, helping projects such as housing developments and educational facilities improve in quality before planning decisions are made.



Prevention
Long-term thinking

Strategic Placemaking Project

We worked with eight local planning authorities to embed placemaking into Local Development Plans. The project encourages compact development and better use of existing infrastructure instead of relying solely on large greenfield sites.



Resilience
Prosperity
Prevention

Strengthened the Placemaking Wales Charter

During the Charter's fifth anniversary, we brought together signatories and expanded guidance, training and partnership-building, particularly with Transport for Wales, regeneration bodies and the affordable housing sector.



Collaboration
Integration

Hosted a national conference on culture and placemaking

In March 2026, we organised a conference examining how culture can be integrated into placemaking. The event involved local authorities, practitioners and cultural leaders and recommended breaking down departmental silos and involving communities earlier in projects.



Cohesive communities
Vibrant culture

What's next – strategic priorities for 2026-27 and beyond

At the time of writing, we are preparing our business plan that sets out how we will deliver our strategic objectives for the 2026–2030 term of Government. The plan comes at a significant point for DCFW, with a new Chief Executive, refreshed staff team and new Welsh Government. It reaffirms DCFW's national role in promoting design excellence across Wales's built environment while sharpening its focus on early-stage advice, policy implementation, design review, client support, training, advocacy and shared learning.

Core role:

DCFW will act as a bridge between national policy ambition and delivery, helping partners frame problems early, improve commissioning and briefs, test options, reduce long-term risk and secure better public value from investment in places, buildings and infrastructure.

Strategic aims:

The plan will set out a number of key aims to be pursued through the plan period that will focus on increasing the strategic reach of the organisation and addressing relevant topic areas.

Key opportunities:

The plan will position good design as a practical tool for improving wellbeing, strengthening communities, supporting climate and biodiversity responsibilities, promoting inclusive places and increasing long-term value for the public sector.

Key challenges:

DCFW must respond to limited organisational capacity, uneven design skills in the public sector, financial pressures, competing delivery demands and the need to demonstrate that design quality is integral to successful delivery, not an optional extra.

Delivery approach:

DCFW will continue its core services while developing more targeted programmes of work such as focused support for affordable housing and town-centre partners, improved communications and stakeholder engagement, better use of design review evidence, and exploration of regional design capacity models.

Performance and impact:

Success will be assessed through an outcomes-based approach, combining evidence, case studies, stakeholder feedback, reach, learning and longer-term indicators of improved design quality, stronger placemaking practice and better integration of design within public investment decisions.



Appendices

Appendix 1: Governance Statement and Board of Directors

The Design Commission for Wales Chair and Board of Directors are referred to as Commissioners. In law, they are Directors of Comisiwn Dylunio Cymru Design Commission for Wales, the trading name of the company limited by guarantee, without share capital, that is DCFW LIMITED Company No: 04391072, incorporated in England and Wales as a wholly owned subsidiary of the National Assembly for Wales (now Welsh Ministers). Its registered office is at 4th Floor, Cambrian Buildings, Mount Stuart Square, Cardiff CF10 5FL. Commissioners are unremunerated and are appointed by Welsh Ministers through the Public Appointments process, reflecting the Nolan Committee Standards in Public Life.

The Chief Executive of DCFW reports to the Chair and Board of Directors at its quarterly meetings and AGM, and to the Welsh Government, through the Planning Directorate, on a quarterly basis.

The Chair and Board of Directors are guided by DCFW's Handbook for Directors. This is informed by the Nolan Principles, the Companies Act and by other relevant and current guidance. Directors are responsible for carrying out their duties under the Companies Act, including agreeing the strategic direction, exercising their fiduciary duty by acting always in the interests of the success of the company, with care, diligence, and skill.

The Board of Directors is supported by a Finance and General-Purpose Sub-Committee with full and regularly updated terms of reference. DCFW's Resource and Finance Manager (R&FM)/Office Manager monitors and updates compliance matters on a regular basis and reports to the Board of Directors via the executive team papers, circulated in advance of meetings. All DCFW policies including risk management are regularly updated and included in the handbook for the Board of Directors. Induction and further training are offered and

provided regularly for the Board of Directors and staff team as required and as identified as necessary and valuable.

The Chair and Board of Directors, in the day-to-day delegation of their powers to the Chief Executive, aim to achieve the critical balance between strategic direction and operational management.

The Chair and Board of Directors are mindful that, while they delegate their powers and authority to an executive team, they do not delegate their responsibility. They exercise independent thought whilst accepting collective responsibility. They are correctly and appropriately addressed and listed on the DCFW website and other company information.

Our Company Objects as the Design Commission for Wales (DCFW LTD) are:

- To champion high standards of design and architecture to the public and private sectors in Wales through promoting wider understanding of design issues and the importance of enhancing the built environment across all sectors, including the organisation of exhibitions, meetings, seminars and conferences.
- To promote design practice that is compatible with the scheme made by the National Assembly for Wales under Section 121 of the Government of Wales Act 1998 ("the Sustainable Development Scheme"), promoting best practice in energy efficiency, waste disposal and access to public transport.
- To promote design practice compatible with the highest standards in relation to the promotion of equality of opportunity and social inclusion.
- Whilst promoting excellence in prestige projects to have due regard also to the promotion of excellence in day-to-day developments such as residential estates and industrial units.

Our Board of Directors

With a remit spanning the whole of the built environment in Wales, we are an independent, expert, multi-disciplinary team. We are not a membership organisation and we do not represent the interests of any single profession. Currently, including our Chair Ewan Jones, our board consists of eight Commissioners.



Ewan Jones, Chair

Appointed Chair of the Design Commission for Wales in April 2024 and taking up the role in earnest in the following June, Ewan was born in Newport and raised in Porthcawl. He was a partner at Grimshaw for almost three decades and is now Managing Principal at 10Design a practice with design excellence at the core of its ethos, working internationally via offices in Edinburgh and London. He has over 30 years' experience working on infrastructure, commercial and education projects in the UK, Europe and Australia. Ewan's design work promotes the integration of architecture, engineering, and construction to create distinct places tuned to their individual context. His achievements include the St Botolph Building and Lloyds Bank headquarters in the City of London, the Stirling Prize-shortlisted Bijlmer Arena Station in Amsterdam, and Newport City Footbridge. He also worked extensively on Grimshaw's designs for HS2's Euston Station. Projects currently underway include construction of the Colne Valley Viaduct for HS2 and detailed design for Caerphilly Interchange.



Zaynub Akbar (until April 2026 upon acceptance of a nomination for election to Senedd Cymru; stepped back from Board activities since June 2025 during the campaign period)

A former journalist from Cardiff, Zaynab brings expertise in policy and public affairs within the sport sector, and is passionate about ensuring our built environment is inclusive and promotes active lifestyles. An alumna of the Future Generations Leadership Academy, she also champions sustainable development, considering the long-term impact of our actions and protecting the planet for both current and future generations.



Mike Biddulph

Mike Biddulph is an urban designer working for Cardiff Council. An urban design graduate of Oxford Brookes University, he began his career with Oxford City Council and then lectured in urban design at Liverpool University, then Cardiff University, where he founded and initially directed their MA in Urban Design.

Mike has a keen interest in how design is dealt with by UK planning systems and has published extensively on urban design, neighbourhood planning and design, master planning and design coding, urban regeneration and renewal approaches, and street and public realm design. He was at the forefront of efforts to introduce home zones into the UK and has made contributions to our design reviews, completed research and led training programmes across Wales.



Barny Evans

Barny is a director at Turley in Cardiff, with a focus on sustainability and energy. He has over 20 years' experience working in the built environment all over the world on new developments of all scales, from city strategies to technical advisory. Barny is also an advisor to a tech start-up, MapMortar, that uses artificial intelligence (AI) to help decarbonise building portfolios. His passion is for understanding and communicating how the net zero transition can be successful from all perspectives.



Jon James

Jon is a registered architect, certified Passive House designer and listed on the RIBA Conservation register. A graduate of the University of Plymouth, he has worked for several award-winning practices around the south west of England and south Wales. A conservation specialist with thorough knowledge of conservation practice, principles and philosophy, Jon has designed and delivered buildings within conservation areas and converted Grade II-listed buildings for the residential and education sectors. Passionate about sustainable design and driven by the need to act on the climate emergencies, he founded Jon James Studio Architecture, with sustainability as the backbone of the studio. Jon works with the Welsh School of Architecture as a consultant and examiner for final year graduates. He has collaborated with the Low Carbon Research Institute, including working on the European education research paper and speaking at its annual conference. Jon has also spoken at several other national conferences including a national BIM conference and the Education Estates conferences.



Simon Jones

Simon is chief executive of the Global Centre of Rail Excellence (GCRE) and a chartered engineer who has led major infrastructure initiatives in the private and public sectors. Cardiff-based, he was previously Director of Economic Infrastructure at the Welsh Government, where he led on transport and telecommunications, following 20 years with Atkins, the international engineering consultancy. Simon and his team have drawn upon DCFW's client support service in the past to help attract design-led consultant teams.



Cora Kwiatkowski

Cora is an architect with over 20 years' international experience, and a divisional director and sector lead for Stride Treglown Universities, a Sustainability Champion and member of its internal Research and Innovation and Consultancy Initiative steering group. She has been design lead and client advisor for high-value, award-winning projects, including for higher education, student accommodation and workplace schemes. Cora has also led multidisciplinary teams on award-winning projects in the UK, Germany and Sweden, including masterplans, design codes, large mixed-use, residential and transport projects. She was a Best Woman Architect finalist at the Women in Construction & Engineering European Awards 2019. With a focus on user-experience, Cora is passionate about collaborative stakeholder engagement and has contributed to ground-breaking social media-based research at the University of the West of England and the Inhabitant publications. She has chaired the Design Review Panel at the Design Commission for Wales and Design West for several years and is a RIBA Client Adviser, Design Council Expert, board trustee for the Architecture Centre Bristol, and member of the Higher Education Design Quality Forum research group.



Simon Power

Simon is a chartered town planner and environmentalist with 30 years' experience in major infrastructure site design, consenting and assessments. His career in interdisciplinary consultancy includes major UK road, rail, energy, water, ports and urban regeneration projects and is experienced in design processes and quality at scale, and in special landscape settings. Simon is a past Chair of the Royal Town Planning Institute (RTPI) Wales and has been a DCFW Design Review Panel member for several years. His doctorate from Cardiff University centred on place-based leadership for net zero in cities.

**Joanna Rees**

Jo Rees is a partner with national law firm Blake Morgan LLP, specialising in construction and development schemes and is Business Group Head for Construction team. She has considerable experience in large-scale public and private development work, regeneration schemes and infrastructure projects.

Originally from Porthcawl, Jo graduated from Bristol University and worked in the City before returning to Wales. Her clients recognise her as a trusted advisor who is unafraid to challenge complex issues, finding acceptable pragmatic resolutions within governance requirements. Jo's career to date has featured several key transport systems which are a testament to the regenerative power of infrastructure – such as Docklands Light Railway, Jubilee Line, Transport for Wales Core Valley Lines, Cardiff Crossrail together with major road schemes. She has been involved in several key regeneration schemes in South Wales including the inner-city development of Swansea and Porth Teigr in Cardiff and leads on energy aspects of construction schemes in wind, solar, green hydrogen and anaerobic digestion schemes. Jo is a trustee of Wales Millennium Centre and a Welsh-speaker.

Appendix 2: Equality and inclusion

DCFW acts in accordance with equalities guidance and legislation and has arrangements in place for fairness, flexibility, and family-friendly policies. DCFW is committed to enhancing equality and diversity in its own practice and culture and in playing its part in helping to address barriers to achievement and recognised inequalities in the wider design and built environment professions.

DCFW's commitment to the objectives of Anti-Racist Wales and EDI is reflected in all its policies and practice across all service areas, and we are committed to fairness and non-discriminatory practice.

We continue to promote inclusion and emphasise its importance in all development proposals coming to Design Review and, in particular, those which are procured and/or publicly-funded via the Welsh Government. A specific anti-racism policy is being prepared in response to Welsh Government requirements and in line with best practice.

DCFW's recruitment process for new Commissioners, via its 2016 Public Appointments process was case studied by the Welsh Government's Fairer Futures Division as a model of good practice – to which we remain committed. Our approach to the board-level public appointments, allows for familiarisation, shadowing, mentoring and training opportunities. We continue to find ways to enhance this approach.

DCFW is committed to greater inclusion, equality, and diversity. In our aim to reflect the reality of a diverse world, we continue to develop all aspects of governance and operations. We aim to promote opportunities providing appropriate induction, shadowing, training, and mentoring opportunities at all levels.

As we promote good design across sectors, we continue to seek well-designed buildings and places that are inclusive, accessible, and safe for everyone to use. Equity and inclusivity are among the most powerful tools we have to help create good places and to draw upon the widest talent pool available to us. A well-designed built environment includes everyone.

Welsh Language

Wales is a bilingual nation, and we are keen to maximise all opportunities to mainstream the Welsh language. We are keen to use the Welsh we have every day and build on it with our team and all those we work with. As a small company operating at a scale below Welsh Language Standard thresholds, and with limited resources, DCFW is nevertheless committed to treating both languages equally and to the use of the Welsh language in our activities and in publishing and disseminating our core materials, where resources allow. DCFW strives to treat the Welsh language as equal to English and makes provision for training and other events to be conducted with facilities for the use of the Welsh language and in bilingual settings. In its commitment to mainstreaming the Welsh language it is informed by the guidance of the office of the Welsh Language Commissioner. We continue to enhance our approach in our day-to-day activities across all our communication platforms wherever possible.

Appendix 3: How DCFW contributes to the Well-being Goals and Ways of Working

As well as the specific 2025-26 activities set out on page 38, our purpose and day-to-day role contributes to the seven Well-being Goals and embodies the five Ways of Working, as set out in the Well-being of Future Generations Act.

	Well-being Goal	DCFW contribution
	A prosperous Wales	We help to deliver economically sustainable development by supporting better-designed housing, infrastructure and town centres. Our design review service and advice encourage efficient use of land and infrastructure, helping create places that support economic activity and bring long-term value.
	A resilient Wales	Through our placemaking work, we promote compact development, protection of natural assets and reduced environmental impacts.
	A healthier Wales	Good design affects active travel, public spaces and access to services. We promote people-centred environments that encourage health, well-being and social interaction.
	A more equal Wales	We promote inclusive design and access to high-quality places so that communities right across Wales benefit from good development – and not only in the wealthier areas.
	A Wales of cohesive communities	The placemaking approach we adopt and advocate encourages stronger local identity, community ownership and social connections.
	A Wales of vibrant culture and thriving Welsh Language	We link culture, heritage and local identity with placemaking, recognising culture as a driver of successful communities.
	A globally responsible Wales	We promote sustainable development and lower resource consumption through better planning and design.

	Way of Working	DCFW working practice
	Long-term	Our work is all about encouraging development that delivers lasting value and sustainable settlements.
	Prevention	We use and encourage earliest-stage involvement in project and early-stage design review to avoid poor-quality developments and expensive future problems.
	Integration	Intrinsic to our work is the connection of housing, transport, culture, environment and economic development.
	Collaboration	We do nothing in isolation and work with the Welsh Government, local authorities, the public and private sector and professional bodies right across the built environment through partnerships such as the Placemaking Wales Partnership. We also continually collaborate with academia.
	Involvement	We promote authentic community participation and co-production in placemaking processes.

Appendix 4: Note on financial and human resources, support in-kind

All revenue grant-in-aid funds from the Welsh Government are directly allocated to DCFW's overheads and activities. After fixed costs, including salaries, pension fund commitments, administration, and premises, DCFW allocates financial resources toward its activities throughout Wales. From time to time the Welsh Government may seek specialist assistance from DCFW and may outline additional and separately funded capital projects. All such projects are outlined in detailed scoping documents and agreed in advance by the Planning Directorate and administered appropriately to facilitate project delivery.

The financial information presented in this report represents total income, including committed project funds, and the budget position for the financial year 1 April 2025 – 31 March 2026. It reflects the annual revenue grant-in-aid from the Welsh Government.

Our identification as 'small but mighty' is borne out by the substantial additional, in-kind contribution that private sector professionals bring. This private sector commitment supports the unique business model of DCFW and significantly contributes to underwriting our core services, in particular the national design review service and local authority training and support.

As a publicly-funded organisation, our appreciation of such partnerships and their capacity to maximise the value of public investment cannot be overstated: they effectively underpin the delivery of our national design review service.

Our small core staff team is supported by these private sector expert volunteers serving as Design Review panellists, who are experienced in all kinds and scales of development projects. Their skills and experience span commercial property, regeneration, architecture, sustainability, urban and landscape design, community engagement, energy infrastructure including coastal and on/offshore wind, as well as engineering, planning and transport.

They are unpaid and appointed by competitive interview, for a term of two years, subject to performance review and reappointment, and give their time and expertise each month for a minimum of two days, more usually three. The panellists also assist DCFW in its advocacy, events, seminars and the delivery of expert design comment and client-facing advisory work.

As a result of their invaluable expertise and their organisations' generosity in affording them the time they give to DCFW, our national strategic design review service – unique in the UK – is available free-of-charge to all users, all over Wales and is of the highest quality.

The value of the regular and repeated commitment of the Design Review Panel members, largely drawn from the private sector, has been calculated and presented in the table below. The value is informed by RIBA-published recommended rates for senior partner roles in private practice, who comprise our panel, and by expert witness rates which are applicable to panellists who contribute to the reviews on transport and energy as well as Developments of National Significance (DNS) and also Nationally Significant Infrastructure Projects (NSIPS) decided by the Planning Inspectorate.

The value of this support is shown in our in-kind support table annually. The significant figure demonstrates not only the commitment of private sector to in-kind support of the highest calibre to our operational model and services, but also the value we are able to deliver for the Welsh Government.

Our design review service is open for professional development and training purposes. Our reputation for quality, integrity, expertise and robustness is safeguarded by our thorough risk assessments and high standards, and we are rewarded by an ability to attract skilled board members, staff and experienced, committed panellists.

As a result, DCFW's board of directors, staff team and design review panellists together represent the largest independent multi-disciplinary network of expert design professionals in Wales with extensive reach across the UK. They form an active and engaged, independent, nationwide network of talented designers and innovators who share the common aim of promoting good design to help make Wales a better place.

Private sector in-kind support for 2025/26

2025/26 Date		Meeting	No of Design Review Panel Members	Panellists	Total hours	Representative cost
Apr	4th	Design Review	3	EJ/SP/SS	21	£3,150.00
	9th	Design Review	4	SR/JB/CJ/PJ	24	£3,600.00
May	1st	GI Webinar	1	SR	2	£300.00
	9th	Design Review	4	EJ/SP/SR/AL	42	£6,300.00
	14th	Design Review	4	SC/AA/CW/JA	29	£4,350.00
Jun	11th	Design Review	3	AL/SP/SS	14	£2,100.00
	17th	Cardiff Business Club Event	2	SJ/SP	10	£1,500.00
Jul	16th	Design Review	3	SR/TA/KD	58	£8,700.00
	17th	Tai ar y Cyd Workshop	2	TA/KD	8	£2,400.00
Aug	20th	Design Review	4	CK/JB/AS/KD	50	£7,500.00
Sept	17th	Design Review	2	CJ/MT	15	£2,250.00
	25th	Charter Anniversary Presentation	1	SS	2	£300.00
Oct	15th	Design Review	5	SP/TA/KR/AL/WM	44	£6,600.00
Nov	10th	Design Review	3	SR/AS/RW	32	£4,800.00
	19th	Placemaking Plan	3	AS/TA/SS	21	£3,150.00
Dec	10th	Design Review	5	CS/AS/CJ/SS/KR	46.5	£6,975.00
Jan	8th	Design Review	4	JB/TA/MH/AL	48	£7,200.00
Feb	4th	WG Estates Meeting	1	SS	3	£450.00
	25th	Design Review	3	SP/SS/CJ	32	£4,800.00
Mar	17th	Away Day	22		4	£13,200.00
				Total = £89,625.00		



DESIGN
COMMISSION
FOR WALES
COMISIWN
DYLUNIO
CYMRU

www.dcfw.org