

Public Document Pack



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Mr Dylan J. Williams
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RHYBUDD O GYFARFOD	NOTICE OF MEETING
PWYLLGOR LLYWODRAETHU AC ARCHWILIO	GOVERNANCE AND AUDIT COMMITTEE
DYDD IAU, 20 HYDREF, 2022 am 10.00 o'r gloch yb	THURSDAY, 20 OCTOBER 2022 at 10.00 am
CYFARFOD HYBRID – YN YSTAFELL BWYLLGOR 1, SWYDDFEYDD Y CYNGOR, LLANGFNI AC YN RHITHIOL DRWY ZOOM	HYBRID MEETING – IN COMMITTEE ROOM 1, COUNCIL OFFICES, LLANGFNI AND VIRTUALLY THROUGH ZOOM
Swyddog Pwyllgor	Ann Holmes 01248 752518
	Committee Officer

AELODAU / MEMBERS

Cynghorwyr / Councillors:-

PLAID CYMRU / THE PARTY OF WALES

Geraint Bebb, Neville Evans, Dyfed Wyn Jones, Euryrn Morris (***Deputy Chair***),
Margaret M. Roberts

Y GRWP ANNIBYNNOL / THE INDEPENDENT GROUP

Dafydd Roberts

LLAFUR CYMRU/WELSH LABOUR

Keith Roberts

ANNIBYNNWYR MÔN / ANGLESEY INDEPENDENTS

Liz Wood

AELODAU LLEYG / LAY MEMBERS

Dilwyn Evans (***Chair***), William Parry, Sharon Warnes, Michael Wilson

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A G E N D A

1 DECLARATION OF INTEREST

To receive any declaration of interest by any Member or Officer in respect of any item of business.

2 REVIEW OF THE DRAFT ANNUAL SELF-ASSESSMENT REPORT (Pages 1 - 38)

To present the report of the Head of Profession (HR) and Transformation.

3 EXTERNAL AUDIT: SPRINGING FORWARD - ISLE OF ANGLESEY COUNTY COUNCIL (Pages 39 - 54)

To present the report of Audit Wales.

4 REVIEW OF THE FORWARD WORK PROGRAMME FOR 2022/2023 (Pages 55 - 60)

To present a report by the Head of Audit and Risk.

Isle of Anglesey County Council	
Report to:	GOVERNANCE & AUDIT COMMITTEE
Date:	20 TH OCTOBER 2022
Subject:	CORPORATE SELF-ASSESSMENT 2022 (DRAFT)
Portfolio Holder(s):	COUNCILLOR ROBIN W. WILLIAMS
Head of Service / Director:	CARYS EDWARDS, HEAD OF PROFESSION HR & TRANSFORMATION
Report Author:	GETHIN MORGAN
Tel:	01248 752111
E-mail:	GethinMorgan@anglesey.gov.wales
Local Members:	n/a

A – Recommendation/s and reason/s

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

... to keep its performance under review

1) must keep under review the extent to which -

- (a) it is exercising its functions effectively,
- (b) it is using its resources economically, efficiently and effectively, and
- (c) its governance is effective for securing the matters set out in paragraphs (a) and (b)

and, in connection with all financial years,

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

To meet the expectation above, the County Council's draft Self-Assessment (SA) for 2021/22 was prepared. The report evidences the output of the Council's corporate planning and performance management framework and is the end of a process that merges several different aspects together.

The draft was initially considered by the Executive in its meeting of July 19th, 2022 and thereafter the Governance and Audit Committee in its meeting of July 26th 2022.

The Executive accepted the assessment and the related programme of improvement whilst the Governance & Audit Committee proposed 3 further considerations for future drafts –

- Expanding for clarification purposes, on the retention of a high level of reserves (included in revised October 7th draft)
- The inclusion for the future of more quantitative data especially in relation to areas for improvement (to be considered for future annual self-assessments)

A – Recommendation/s and reason/s

- Acknowledgment that the report has been reviewed by Internal Audit – (this is acknowledged as part of this front page)

It is therefore recommended that the Governance & Audit Committee further consider the working draft document and proposes any further comments to the County Council for its consideration in its meeting of October 27th, 2022.

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

Other options were not considered as this expectation is one of the core changes of the new legislation - the Local Government and Elections (Wales) Act 2021

C – Why is this a decision for the Executive?

This process is to elicit the attention and comments of the Executive committee together with the Governance & Audit Committee before the draft Self-Assessment is considered by the full County Council in October this year.

It is a process which is in accordance with the Local Government and Elections (Wales) Act 2021

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

Yes.

The full Council decided on 25 April that:

- The full Council must adopt a draft of the Self-Assessment;
- That draft must go to the Governance and Audit Committee within 4 weeks;
- The draft with any comments from the Governance and Audit Committee for consideration must then go back in front of full Council for its adoption as the final Self-Assessment.

This reflects the legal requirements in the 2021 Act.

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

It is anticipated that the associated work programme (depicted at the tail-end of the SA) and its realisation is placed under the leadership and ownership of the Leadership Team (LT) within time in accordance with the County Council's financial year 2022/23.

Dd – Assessing the potential impact (if relevant):

1	How does this decision impact on our long term needs as an Island?	Affects our long-term needs by recognizing related areas that require further attention as a council.
2	Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority? If so, how?	In part - yes, regarding the expected improvements that are needed in the performance of some areas etc.
3	Have we been working collaboratively with other organisations to come to this decision? If so, please advise whom.	A specific part of the self-assessment recognizes all the collaborative work that takes place across the range of the services
4	Have Anglesey citizens played a part in drafting this way forward, including those directly affected by the decision? Please explain how.	<p>The citizens of Anglesey through the corporate scrutiny committees have a quarterly opportunity to express their opinion and challenge the corporation on its performance. The content also states how the different services involve citizens in its decisions.</p> <p>The content of the draft SA was also consulted upon with Trade Unions over the summer – a response from GMB was received as follows –</p> <p>“The document looks to be a comprehensive and detailed piece of information and provides an overview of the considerations of the local authority” There was also a note of caution “on the premise that the self-assessment may not have taken a detailed critical look at any areas that are weak.”</p> <p>This, it was noted does not “say it is not an accurate view”, but that the individual would need to be privy to the information that the authority has used</p>

Dd – Assessing the potential impact (if relevant):		
		in detail to be able to fully comment. “On the whole” it was noted as “a positive piece of work”.
5	Note any potential impact that this decision would have on the groups protected under the Equality Act 2010.	It is not anticipated that the work programme will have an impact on the groups protected under the equality act 2010.
6	If this is a strategic decision, note any potential impact that the decision would have on those experiencing socio-economic disadvantage.	N/A
7	Note any potential impact that this decision would have on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.	N/A

E – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	This was considered by the Chief Executive / LT and their comments are reflected in the report
2	Finance / Section 151 (mandatory)	The comments of the Section 151 Officer as a member of the LT have also been included
3	Legal / Monitoring Officer (mandatory)	The Monitoring Officer’s comments are reflected in pt. Ch above.
4	Human Resources (HR)	Comments are reflected in the report
5	Property	
6	Information Communication Technology (ICT)	
7	Procurement	
8	Scrutiny	
9	Local Members	Not applicable

F - Appendices:

Isle of Anglesey County Council Draft Self-Assessment – 2022

Ff - Background papers (please contact the author of the Report for any further information):

- Local Government and Elections (Wales) Act 2021



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Self Assessment - 2022

The County Council's first self-assessment as expected under Local Government and Elections Act 2021

DRAFT

Prepared by – Transformation Service

Publication date: October 2022

The Council's Annual Self-Assessment as a result of –

Service Performance Reviews (SPR's) / Performance Reports / Annual Governance Statement (AGS) / External Reviews / Staff Survey / Stakeholder Engagement

Self-Assessment Category	Performance	Reasoning
Performance Management	Good	<p>Good performance against key indicators</p> <p>An adapted and modernised customer service provision</p> <p>Appropriate governance structures in place which enables timely decisions</p>
Use of Resources	Good	<p>Increased levels of reserves – see page 20</p> <p>Majority of staff feel valued and proud to work for Council</p> <p>Excellent collaborative structures in operation</p>
Risk Management	Good	<p>Positive External Audit Reports</p> <p>Thorough review of strategic risk register undertaken</p> <p>The Council's positive approach to corporate safeguarding</p>

Introduction

This is a report which reflects the Isle of Anglesey County Council's first self-assessment as expected under the Local Government and Elections (Wales) Act 2021. It reflects the output of the corporate planning and performance management framework and provides an evidential basis of how the Council has performed using its available resources whilst managing and mitigating associated risks during a challenging and uncertain period for local government in its response to the Covid pandemic.

The new national performance and governance framework aims to support a cultural and organisational change within local government. The aim is to build on existing strengths and create a more innovative, open, honest, transparent and ambitious sector, which challenges and assesses itself and collectively drives up service delivery outcomes and standards across Wales. The Isle of Anglesey County Council recognises and adheres to such expectations.

The Local Government and Elections (Wales) Act 2021 requires each council to keep under review the extent to which it is fulfilling the 'performance requirements', that is the extent to which it is:

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

The Service Performance Reviews provide one of the core elements of the Corporate Planning & Performance Management Framework (CPPMF) and their function and purpose are an essential element of strong corporate governance arrangements.

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

Each Service (of which the Isle of Anglesey County Council has nine) was asked to complete a self-evaluation - scoring their performance on identified areas deemed important as to measure the general performance of services. They were asked to evaluate their performance against one of the four criteria listed below:

1. **Excellent** – Many strengths, including significant examples of sector-leading practice
2. **Good** – Many strengths and no important areas requiring significant improvement
3. **Adequate** – Strengths outweigh areas for improvement
4. **Unsatisfactory** – Important areas for improvement outweigh strengths

To complement the evaluation of performance each of the Services were also asked to highlight where they believed the service was in terms of prospects for improvement into the future. This was done by using the criteria below and be accessed as Appendix 'A'A':

- A. Excellent – Highly likely. The service has an excellent track record of improvement and have the capacity to support other services to do better
- B. Good – Effective Service who are already doing well and knows the areas needed to improve. By identifying the right support and by taking action the service has the potential to do even better

- C. Adequate – The Service is in need of improvement and needs help to identify the steps to improve or make changes more quickly through discussions with the SLT
- D. Unsatisfactory – The Service is in need of great improvement and needs to receive immediate support

Together, the evaluation of performance in addition to the realisation of prospects for improvements presented to and scrutinised by elected members provide a current and accurate picture of where the different services saw themselves and provides part of the evidence for this corporate Self-Assessment.

The Council have been continuously improving and maturing its evolvement of the performance management framework throughout the last nine years.

This self-assessment summarises the conclusion of that work for 2021/22 and evaluates the overall performance of the Council, scored using the same methods as outlined previously.

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A. Performance Management

Introduction

In order to have a thorough, fair and rounded view of performance management within the Council, this section of the self-assessment will bring together information on Performance Reporting, Customer Service and Governance & Compliance. By bringing these together, our organisational performance, change management and culture can be demonstrated as evidence to support the overall conclusion.

Evidence from the following reports and activities throughout the year will also be used as supporting documentation:

- [Annual Performance Report](#)
- [Annual Governance Statement](#)
- Service Reviews
- [Annual Director of Social Services Report](#)
- [Local Code of Governance](#)
- [Quarterly scorecard reports](#)

and demonstrates performance against indicators together with evidencing actions completed during the period.

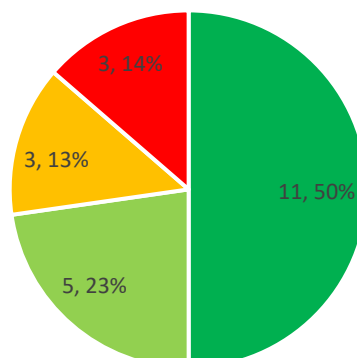
Performance Reporting

Overview

When looking at the performance reporting of the Council it can be evidenced that the overall ranking is 'good'. It is encouraging to note that all but one Service were ranked as good or better as part of their own service self-assessment. The only Service which ranked as adequate was the Regulation & Economic Development Service mainly due to the performance levels within the Planning function. It is noted too that two Services, Housing and Transformation, were ranked as Excellent as part of the Service Reviews due to their supportive responses to the challenges raised by the pandemic.

The indicators related to the Corporate Scorecard performed well when benchmarking with other local authorities in Wales for 2018/19, (the last published results), ranking the Isle of Anglesey County Council overall second in Wales for that particular year. For 2018/19, the Council had -

PAM 2018/19 Indicators



■ Upper Quartile ■ Upper Median ■ Lower Median ■ Lower Quartile

The collection of the Public Accountability Measures (PAM) national indicators for 2019/20 were cancelled due to the Covid-19 pandemic, and only a few were collated during 20/21. As a result, the Council acknowledges and uses the performance of 2018/19 as a baseline from which conclusions can be drawn for current performance

The Council's performance targets for 2021/22 were based on previous year's performance and the impact of the Covid-19 pandemic.

At the end of Q3 (December 2021) the majority (82%) of performance indicators with the quarterly performance monitoring scorecard were performing above target or within 5% tolerance of their targets.

It is however noted that there are no indicators agreed nationally as to how schools are performing and this remains a challenge when trying to evidence educational performance corporately. Having said this, no schools were inspected by Estyn during this period.

Whilst this evidence is encouraging to note the **Annual Performance Report** for 2020/21 (published October 2021) also demonstrates the work undertaken throughout the year. It states that ***“At the end of a challenging year for all, it is encouraging to note that for the indicators reported at the end of the year (33 indicators), the majority (70%) of which performed above target or within 5% tolerance of their targets.”***

Some of the main achievements included –



10 new business units were built at Penrhos Industrial Estate during the year and units have local tenants in place.



£110,000 was secured from the NDA to deliver the first year of the North Anglesey Economic Regeneration Plan



11 businesses accessed funding from the North Anglesey Grants Fund which helped:

- create or **safeguard 39** local jobs,
- create **30 training opportunities** and
- create **96 volunteering opportunities**



A collaboration with Grŵp Llandrillo-Menai was established to develop a **North Anglesey Apprenticeship Framework** to help provide **future apprenticeship opportunities** in the area



Anglesey's Executive agreed on the **future of primary school provision in the Llangefni area**



During the first part of the year schools were operating under emergency conditions because of the Coronavirus pandemic. They provided **care centres for vulnerable children and children of key workers**, and prepared online lessons and activities for all students to undertake at home



During a year of great change **our communities** have come together with hundreds of neighbours, family and friends assisting people when they are most at need of help. This strong bond over the year has helped **the Council** and our partners **Menter Môn** and

Medrwn Môn to build on the **volunteer** base that's been established within our communities since the start of the pandemic



In order to **tackle food poverty** and food going to landfills, the Council have together with local partners, brought in the **Bwyd Da Môn / Môn Good Food** scheme



The number of households placed in **emergency accommodation** ranged between **27 to 63**

individuals and families per night. This has been the **highest** and consistent number of households the Service has provided for. As a comparison, between 3 and 26 households were placed in emergency accommodation during 2019- 20 per night



The school meals contract was retendered. **Primary school aged pupils** across the island will receive **meals at a reduced cost** therefore increasing the affordability for families on the island at a time of increasing living costs



The digital shift continues apace in schools where the utilisation of **Welsh Government grants** have enabled all schools to receive additional **Chromebooks**



Welsh Government ICF was used to **purchase a town centre property in Llangefni**, to support and provide **Mencap Môn** with a Hub in the centre of Anglesey

To see more from this report and to see other related reports visit www.anglesey.gov.uk/councilplan

Following an Assurance Inspection from Care Inspectorate Wales in June 2021 they confirmed that both Children and Families and our Adults Services continued to meet their statutory duties. Adult Services and the Children and Families Service were still able to perform and meet the majority of their targets, at a time of continued pressure and challenge as a result of the effects of the pandemic.

The combined evidence points towards an overall Council performance of **GOOD** which is defined as **“Many strengths and no important areas requiring significant improvement”**.

Whilst the performance has been encouraging, it’s important to note that we are on a continuous improvement journey and areas to improve on and modernise will always be identified.

One such place which will need focus is on ensuring staff are aware of Council performance as the 2022 staff survey acknowledges that only **1 in 4 of staff are well aware** of the Council’s performance with **2 out of 4 somewhat aware**.



Areas for Improvement

During 2022/23 the **key targeted improvements** are:

Area of improvement	Assurance
Continue to monitor and improve the indicators that have been affected by the coronavirus pandemic to ensure associated risks are managed appropriately	Quarterly scorecard monitoring reports
Improve the percentage of Waste Reused, Recycled or Composted indicator and meet Welsh Government targets as soon as possible	Quarterly scorecard monitoring reports
Improve performance within the Regulation and Economic Development service with particular attention on indicators within the Planning function.	Quarterly scorecard monitoring reports
Utilise software to become more data aware and informed to make even more effective evidence-based decisions.	Programme Board
Develop a means by which Council performance can be communicated to a wider audience of staff	Leadership Team

Customer Service

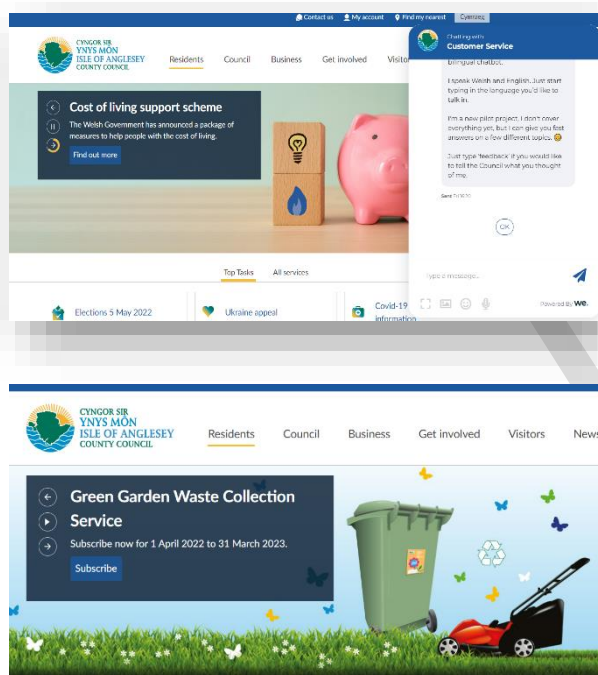
Overview

The majority of the services ranked their performance as Good.

The only Service that had an **Excellent** rating was **Learning** due to the work within schools throughout another year of uncertainty due to the pandemic. A one team ethos between schools and the Learning Service ensured that there was a one Anglesey Team mentality throughout. Schools introduced school bubbles and blended learning followed by the loaning of Chromebooks to families who could not afford to buy laptops for their children.

The Council's **digital strategy** and capability has been critical to maintaining business continuity during the two years of the pandemic (in addition to the bravery and commitment of front-line staff).

Some amendments and **digital improvements** which have been made include:



- Being able to book a visit to the recycling centres through the website, this continues with the Gwalchmai centre today
- The purchasing of the green garden waste service via the website saw approximately 70% requests accessing the service digitally
- The majority of blue badge applications and re-submissions are evident through our digital provision
- Planning applications can be submitted, viewed and tracked via the digital planning portal
- Taxi licences can now be requested via the website
- Informing the Council of fly-tipping / street lighting issues can also be undertaken via the website
- The Housing Service adopted an improved electronic based approach to housing applications, welfare rights and homelessness

All indicators related under the digital service shift subheading in the Corporate Scorecard have seen performances that have surpassed previous results and increased year on year therefore enabling more citizens to access services at a time and place convenient to them.

Whilst these developments can be seen as positive, they also bring with them risks. The Council through its strategic risk register acknowledges these risks from an access, governance and support perspective and works to mitigate where possible to ensure equality of access

Listed below are some of the other customer service related activities (**non-digital**) undertaken by the Services since the start of the pandemic and evidenced via the service reviews in 2021:

- All services adhered to the [Customer Care Charter](#) despite the pandemic;
- Over 2,600 welfare calls were undertaken to Council tenants to check on their wellbeing and inform them of community response services during the pandemic.
- **Housing Services** were also an essential cog in the setting up of the Neges project which delivered essential items inclusive of food to the community during the pandemic;

- The **Resources Service** has been responsible for a number of additional covid-19 related activities such as the processing of grant applications to businesses across the Island.
- The **Learning Service** has seen numerous changes to how education is provided to students over the course of the pandemic. A shift to online learning represented a significant learning curve for both teachers and students alike. Schools were transformed into Care Hubs for the children of essential workers and vulnerable students. All Schools implemented new safety guidance.
- The **Regulation and Economic Development Service** have seen a significant increase in work for the Public Protection Unit ensuring that businesses are adhering to the Coronavirus Act (Wales) and when they are not enforcement notices are executed to keep residents safe.
- Leisure Centres have implemented new procedures to ensure customers and staff are kept as safe as possible when using the service. When the centres were closed, staff were redeployed to work on the TTP team and help deliver food parcels and PPE.
- Môn Actif staff were redeployed into schools to assist when supply teachers were not available to open classrooms ensuring continuity of learning experiences for children and young people.
- Leisure Centres have also opened their doors for other activities such as Maternity Services and Mass Community Testing of Holy Island.
- **Adult Services** have seen one of the biggest impacts to their services during the pandemic period where all visits to Care Homes were suspended resulting in staff being the only familiar faces that care home residents were able to see for a long time.
- **Children & Family Services** saw the implementation of an app called 'Newid' which aims to improve how children demonstrate their emotions during the pandemic.

These examples demonstrate that the Council has adapted and modernised its provision and its way of working to meet customer demand and improve its customer service during the past 12 months.

In addition, the most recent staff survey (2022) noted that –



88% of staff felt that a positive customer experience is important to the Council

78% believe the Council listens to its residents



82% also believe that ideas from staff for improving customer experiences are encouraged and valued

Overall therefore, considering the evidence and discussion demonstrated in the Service Reviews and the examples provided above, the performance for Customer Service is **GOOD**.

Areas for improvement

During 2022/23 the **key targeted improvements** are:

Area of improvement	Assurance
Increase the opportunity for residents and stakeholders to ensure their voice is heard, through the adoption of a revised, revamped and post pandemic public participation strategy	The Executive
Gain customer experience feedback on the Corporate Telephone System and switchboard to inform future improvements;	Leadership Team
Further continuation of the digital channel shift, through the launch of the bilingual 'Mona' Chabot to aide digital customer searches and on-line experiences	Leadership Team
Modernising our approach from customer service to a more rounded customer experience	Leadership Team

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Governance and Compliance

Overview

The Governance and Audit Committee is a key component of the Council's governance framework. Its function is to provide an independent and high-level resource to support good governance and strong public financial management and to provide 'those charged with governance' independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and governance processes. The annual public report demonstrates how the committee has discharged its responsibilities.

This statement is also supported by the findings of the service reviews whereby it was evidenced that Services are performing well with all but one ranking as Good from the Service Reviews. All services have **good management/ governance structures** and **regular portfolio meetings**.

According to the latest **Senior Information Risk Owners' (SIRO) Annual Report** that was discussed in the Governance & Audit Committee on the 21st September 2021, "*the Council's Data Protection and governance arrangements have achieved a sufficient degree of maturity and cultural embedding to be able to identify necessary change and improvement organically and without the stimulus of external regulatory intervention as drivers for change. The Council has mechanisms and process in place to ensure that key intelligence about information governance compliance is captured, analysed and enabling prompt response and operational change and targeted development.*"

This opinion is consistent with the self-assessments produced by the Services.

Compliance with corporate policies continues to be good with the use of **4Policy** helping drive compliance and regular updates reported to the Chief Executive and Heads of Service.

The 4Policy system provides the assurance that policies are being read and are understood reducing the risk of staff not complying with corporate policies.

Currently, the average completion rate for staff completing both the policies on **4Policy** is 95% of eligible staff. The remaining 5% who have not completed the modules include new members of staff, staff absence or on annual leave and some staff who have not completed the work.

A full breakdown can be found [here](#).



Whilst the above is positive, the Policy Portal does not include all staff and it is estimated that 700 non-school staff do not have access to the Portal. None of our school based staff have access to the Policy Portal either, but all school policies are available on MonITor and accessible by school based staff.

The Learning Service are currently exploring options around how best to monitor compliance of school based staff with the policies.



The completion rate for the e-learning modules on **Learning Pool** is lower however. There are many reasons for this, including access to a laptop for some staff, the total authority staff inclusive of school based staff are included, as well as the additional time required to complete the modules. Work continues to improve the rate.

We are required to comply with the Welsh Language Standards and:


- Provide Welsh Services;
- Form policies in a way that promote the Welsh Language;
- Operate through the medium of Welsh;
- Promote Welsh;
- Keep records in relation to the Welsh Language.







The Welsh Language Commissioner’s Office conducted a secret shopper exercise on the Council during 2019-20 and concluded that the Council’s **“outcomes during the surveys were very praiseworthy and there are no issues arising from the outcomes that need to be addressed”**.

In addition to this report from previous years, the Council, as part of the self-regulation, conducted a survey during the year with all Services to ensure that the standards continued to be met during the Covid-19 pandemic. The Annual Report on the Welsh Language Standards that was reported to the Partnership and Regeneration Scrutiny Committee in June 2021 concluded that **“there are no challenges with regard to complying with the Language Standards and providing a service to our customers in their preferred language.”**

Further information can be found in our [Annual Report on the Welsh Language Standards](#).

An **Annual Governance Statement** provides assurances that the Council is complying with the core (and supporting) principles contained within the Framework for Delivering Good Governance in Local Government (CIPFA / Solace, 2016). During 2021, there was assurance that the Authority were compliant with all seven core principles:

Core Principles of the Framework	Overall Assessment	Conclusion of Self-Assessment
Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	 Good	The County Council has clear, transparent decision-making processes which incorporate strong ethical values and are lawful. The codes of conduct set out expectations for behaving with integrity.

Core Principles of the Framework	Overall Assessment	Conclusion of Self-Assessment
Principle B: Ensuring openness and comprehensive stakeholder engagement	 Good	The County Council exists to serve its residents and is dependent on a wide variety of stakeholders for working effectively in partnership. Engagement and consultation mechanisms are in place.
Principle C: Defining outcomes in terms of sustainable economic, social, cultural and environmental benefits	 Good	The County Council works with communities to plan outcomes. In setting policies and strategies, the County Council take a long term view about outcomes, taking into account sustainable economic, social, cultural and environmental benefits.
Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes	 Good	The County Council takes decisions on interventions based on its clear vision for services, engaging with communities, regulators and practical expertise of professional service officers. This combination leads to optimising the achievement of intended outcomes.
Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it	 Good	The County Council have the appropriate structures and leadership in place and people with the right skillsets and qualifications to ensure it is operating efficiently and effectively to achieving intended outcomes. There are clear policies and strategies in place to demonstrate that it has the capacity to fulfil its mandate and that the management has the operational capacity
Principle F: Managing risks and performance through robust internal control and strong public financial management	 Good	The County Council has an effective performance management system that facilitates effective and efficient delivery of services. Risk management and internal control are integral and important parts of the performance management system and are crucial to achieving the outcomes of the Council Plan.
Principle G: Implementing good practices in transparency, reporting, and audit to deliver	 Good	The County Councils elected members and Senior Management are accountable for making decisions and delivering services which are supported by both internal and external audits. The activities undertaken are in a transparent and clear manner in which stakeholders are able to understand and respond to.

Further information on the Annual Governance Statement including supporting evidence is available on our [website](#).

Overall, there is sufficient evidence to support a performance of **GOOD** for this section

Areas for improvement

The areas for improvement identified for the Governance and Compliance section are listed below:

Area of improvement	Assurance
Ensure all staff are compliant with policies with the use of 4Policy and that staff who can't access 4Policy are able to review and accept the policies in a way which works for them; Learning Service in particular to identify options around how best to monitor compliance of school based staff with the policies;	Leadership Team
Implement the 'three lines of assurance' model as one method to collect information to assist with assurance mapping for the Council;	Governance and Audit Committee
Improve staff compliance against all e-learning modules on the Learning Pool	Corporate Scrutiny Committee

DRAFT

B. Use of Resources

Introduction

In discharging its duty to effectively use its resources in an economical and efficient manner this part of the self-assessment gives particular attention to the way by which the Council manages its people, its finances and works in partnership to achieve its aims and objectives.

These areas provide the assurances that they are used effectively or not and whether improvements can be gleaned as to the year ahead.

People Management

Overview

Overall the evidence demonstrates a **GOOD** performance.

Corporate initiatives progressed during the year by the HR function include:

- Reintroducing the Corporate Trainee programme
- Launching of Môn Management Programme (3 tiered approach to staff development)
 - Academi Môn programme
 - Arweinyddion Môn
 - Twf a Datblygu Talent
- Developing a Hybrid working pilot policy for office based staff

Sickness levels for 2021/22 have met their target and are comparable with previous year performance levels. The management of sickness within Services, monitoring by the HR function, and staff awareness and compliance with policies and protocols have all improved.

Vacant posts have been generally low but are increasing, as is the rate of **staff turnover**.

Staff turnover was 10% on average for 2021/22 which compares favourably with the industry average for staff turnover as 15.5%.

All services have drafted their **workforce development plans** – these should be live documents, with all workforce and staff management issues being a recognised priority area for managers at all levels.

An Online Annual Conversation process (between managers and individual staff) was introduced via the Learning Pool during the past 12 months to ensure that annual conversations between managers and staff are undertaken and can be evidenced to ensure clarity of direction, performance expectations and staff wellbeing.

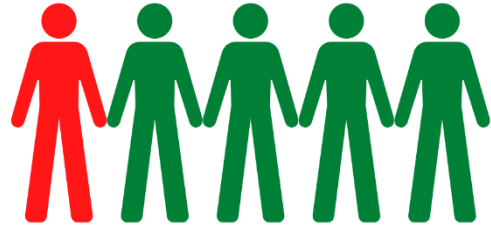
The results of the staff survey (2022) also supports the scoring of Good with regards to people management.

Examples of the results can be seen below:



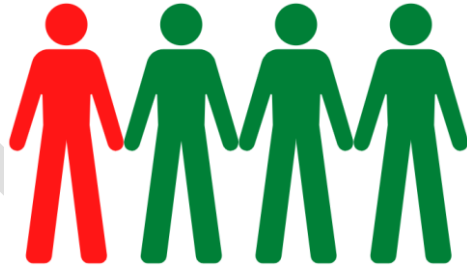
4 of every 5 staff members feel
proud to work for the Council

4 of every 5 staff members would **recommend** the Council as an employer



3 of every 4 staff members believe their work is **valued** by the Council

3 of every 4 staff members **speak positively** about the Council to others



This finding of ‘good’ with regards to people management in April 2022 and the most recent staff survey builds upon the results of the 2020 staff survey which questioned how staff appreciated the revised working from home directive.

Whilst this is a positive reflection once again, it is advised that difficulty with recruitment and retention of staff was an issue which was raised at Service Reviews. Upon further exploration, this remains a challenging aspect of our management of people. This is being experienced in other Council’s, sectors, and the broader labour market across the UK as cited by the [Chartered Institute of Internal Auditors \(IIA\)](#).

Areas for improvement

The **key areas for improvement** during 2022/23 therefore can be tabled as follows - .

Area of improvement	Assurance
Develop and deliver a recruitment and retention action plan	Leadership Team
Further evolution of the hybrid working, balancing team and performance requirements, customer experiences, staff health, wellbeing and personal preference	Leadership Team
Providing effective and professional broadcasting of formal Council hybrid meetings	Public meetings

Area of improvement	Assurance
Further evolve and deliver Service level workforce development plans to balance performance, modernisation, business continuity, staff health and well-being.	Leadership Team
Further embed the Annual Conversation between Managers and staff	Leadership Team

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Resourcing

Overview

The uncertainties, changing demands, and restrictions made 2021/22 an extremely challenging period to deliver services from a resourcing and resource management perspective. In its audit of accounts Audit Wales states clearly that the “pandemic has had a significant impact on all aspects of our society” and that it is of considerable testament to the commitment of staff that the audit of accounts was enabled through their professionalism as a team in supporting Audit Wales in such difficult circumstances.

Whilst 2021/22 was a challenge, the overall performance of many Services in the way that they used and prioritised their provision was seen as ‘Good’. Three services were deemed excellent - **Housing, Highways, Waste & Property and Human Resource & Transformation.**

Housing, due to the effective and efficient use of HRA funding together with utilisation of the Council’s general fund to deliver increased homelessness and empty homes provision.

The Highways, Waste and Property (with corporate support) used their resources effectively to re-tender the waste collection service contract at a time of difficulty and improved their green garden waste collection service during the period.

The Human Resources & Transformation Service managed resources in an efficient way to continue providing an effective local Test, Trace and Protect service; and in addition enabled office based staff to work remotely (and safely) through a Hybrid pilot scheme.

The Council during the past 12 months has been able to –



In addition, the Annual Report of the Governance and Audit Committee notes that the Council is a well-managed authority which in turn contributes to ensuring that it is making the best use of its resources. This report was endorsed by the [County Council](#) in its meeting of the 7th of September, 2021.

Unfortunately, capital expenditure has underspent, with projects being delayed as a result of the pandemic and Brexit impacts on the construction sector but mitigating actions have been undertaken to address this issue for 2022/23.

The audit of the Council’s financial statements for 2020/21 by Wales Audit was an unqualified audit opinion once again. They did however note that “the quality of the draft statements presented for audit on 15 June 2021 was identified as an area for improvement in the Audit of Accounts report (ISA 260)”. In addition, at the end of the 2021/22 financial year, the Council reported a net underspend of £4.798m (3.25%), with all Services reporting an underspend against their budget. This resulted in an increase in the Council’s general balances to £12.050m, which is equivalent to 8.17% of the 2021/22 net revenue budget. This compares to the target figure of £9.0m (6.11%) which was approved by the Executive.

Earmarked reserves, which are maintained by the Council to fund one off committed projects, to fund anticipated future costs (e.g. uninsured losses) and unutilised grant funding, stood at £23.182m at 31 March 2022, an increase of £7.726m during the year. The majority of the rise can be accounted for by additional unhypothecated Welsh Government funding, which was provided to help Councils to meet the cost of increasing demand and rising costs.

The 2017/18 Housing Benefit subsidy was settled in 2020/21. **Audit Wales** do however note that they are still undertaking claims for the financial years 2018/19, 2019/20 and 2020/21 returns. They also note that their “work to date has identified a number of issues with the claims and issues around staff capacity to deal with auditor queries. This is an area where the council needs to prioritise effort in the coming months so the audit cycle can become more timely”;

The need for prioritisation and modernisation has also been evidenced during the service reviews and thereafter by the newly formed Leadership Team. Progressing with this aspect across all services (in particular the larger services) will assist the Council in its drive to use its resources as efficiently and as effectively as possible into the future. When considering the added pressures and costs that are currently on-going with the warning from the Bank of England of an economic slowdown as interest rates and inflation rise, this will be a key area for improvement for the Council over the forthcoming next 12 months.

Areas for Improvement

Our key areas for improvement for 2022/23 are –

Area of improvement	Assurance
The Children & Families Service will expand its Flying Start programme across the Island, rather than certain areas, which will ultimately reduce the need for children coming into the statutory services and reduce our Looked After children population.	Social Services Scrutiny Panel
The Council develops and adopts a capital strategy aligned to the new Council Plan (2022/27).	The Executive
Minimise future housing subsidy with-holds by agreeing a suitable timetable with external auditors and reviewing staffing capacity;	Audit Wales reports
The Council reviews and revises its annual budget setting process to ensure increasing pressures can be mitigated for 2023/24 and that the Councils’ resources are used as efficiently and as effectively as possible into the future when considering the added pressures and costs that are currently on-going	The Executive

Collaboration & Integration

Overview

Being a small and innovative organisation, the Council continues to embrace effective and meaningful collaboration as part of its core values and way of working to improve its efficiency and effectiveness in responding to local needs, opportunities, and challenges. Many collaborative arrangements, formal and informal have proved to be invaluable to inform and assist the Council and Island to respond to the challenges and uncertainties of the pandemic.

This assessment assists with evidencing how and where the Council is embracing the five ways of working within the Well-being of Future Generations Act.

Seven out of the nine services within the Council were found to be **Excellent** in this section - **Adult Services, Children's & Families Service, Housing, Regulation & Economic Development, Learning, Highways, Waste & Property and Transformation** due to their continued collaborative efforts across a number of work-streams in delivering business as usual activities and the council's response of the ever-changing pandemic landscape.

Examples (non-exhaustive) of the work undertaken include:

- The Vulnerable Adults forum between North Wales Police, Social Services & Housing
- Covid-19 Protect Boards – with all 22 Local Authorities, Chaired by Welsh Government
- Anglesey Tackling Poverty Operational Group – IOACC, DWP, CAB Ynys Môn
- The North Wales Economic Ambition Board
- The three Community Resource Teams respond to complex cases as a partnership and continues to strengthen its relationship with the Third Sector, Care providers and residents
- Partnership Delivery Programme (Welsh Government Welsh Heads of Trading Standards)
- Destination Anglesey Partnership which includes partnerships with many public and private tourism entities
- Anglesey Food Bank Group with essential partnerships with local food banks and CAB
- Place Shaping which involves working together with the 3rd Sector and 5 alliances across the Island to support communities to take ownership of their own priorities and needs
- Anglesey Covid 19 Prevention & Surveillance Group (Regional Partnership)

Further work has also been undertaken to improve the breadth and quality of customer services and experience which is provided through Cyswllt Môn which is undertaken in a collaborative and integrated manner supporting a number of services.

The staff survey also demonstrated that staff felt strongly that the Council is doing well re: our collaborative way of working and the majority of staff respondents identifying that the Council is doing the most of partnership working and joint working whilst there were also areas to improve.

Overall therefore, there is sufficient evidence to demonstrate that the County Council is **EXCELLENT** in its collaborative work and integration with other organisations but further areas of improvement have been identified to be realised during 2022/23.

Areas for Improvement

These areas for improvement are as follows -

Area of improvement	Assurance
Continue to develop and review partnerships to ensure that they are fit for purpose and are in line with the revised and new Council Plan (2022/27), other strategies and programmes.	Partnership and Regeneration Scrutiny Committee
Establish a collective and collaborative approach to record outputs and measures across the Community Resource Team workforce which houses health and social care professions.	Social Services Scrutiny Panel
Review the Single Point of Access (SPOA) process to identify where and how improvements can be made	Social Services Scrutiny Panel

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C. Risk Management

Introduction

Risk Management and its use within a complex organisation such as a County Council is imperative to ensure that decision making, performance levels and service provision is provided in as effective and efficient a manner as possible. The use of risk management has been improved over the term of the last administration and this was evidenced accordingly in the establishment of the Emergency Management Response Team which was an integral forum in dealing with the Council's response of the challenges of responding to the pandemic.

This section combines findings from completed Internal Audits, External Auditors and Peers which highlight risks needed to be mitigated as well as the Council's Risk Management arrangements.

Audit & Risk

Overview

Over the last few years, a number of services have had external audits, most of which resulting in positive assessments. This is evidenced in the overall Service Performance Rating of **GOOD** for risk management. Throughout the Service Reviews it was clear that recommendations from Internal Audits, External Auditors and Peers were being actioned and monitored.

- **CIW** completed an inspection of the services for older people which focussed on prevention and early intervention.
 - The inspection found strengths including that *“the local authority firmly has prevention on their agenda” and that “communication with people who approach the local authority for support is respectful and strengths based, it is often collaborative, and mostly built upon an equal relationship”*
 - The inspection also found some areas for improvement around Well-being, people's voice & choice, partnerships, integration and co-production and prevention & early intervention which has resulted in Adult Services formulating an action plan which will be monitored by the Social Services Improvement Board.

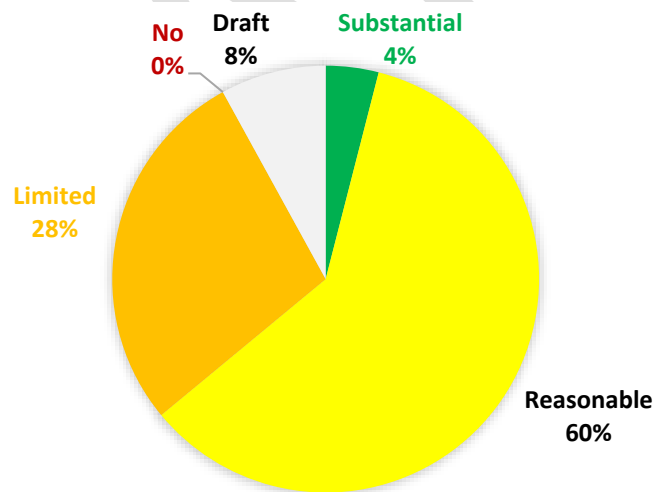
The inspection report can be found here - <https://careinspectorate.wales/inspection-older-adults-services-isle-anglesey-county-council> ;

- Due to the Covid pandemic Estyn suspended the inspections of schools and kept in touch with education providers remotely. There are currently no schools in the follow-up status with **Estyn** which provides assurance that learners are achieving in education settings on the Island.
- **Audit Wales** published a positive report in November 2019 on the [‘Well-being of Future Generations: An examination of early intervention and prevention to ensure that children are safe and supported’](#) and they concluded that “the Council has considered and applied the sustainable development principle in developing the ‘Early intervention and prevention to ensure that children are safe and supported’, but there are opportunities to further embed the five ways of working”.
- The Council were also part of some **National Reviews** undertaken by Audit Wales. The Council's response to the National Reviews are reported to the Governance and Audit Committee on an Annual Basis and can be found [here](#). The National Reviews undertaken during 2020/21 were:
 - [‘Commissioning Older People's Care Home Placements’](#)

- [‘North Wales Economic Ambition Board – Progress Review of the North Wales Growth Deal’](#)
- [‘Discretionary Services \(April 2021\)’](#)
- [‘Regenerating town centres in Wales \(September 2021\)’](#)

Further information on the External Audits undertaken for [2020-21](#) can be found by clicking on the hyperlinks.

- All services have provided evidence that structures are in place to respond to internal audit with many services improving cooperation and engagement with Internal Audit over the last two years, especially in light of the audits undertaken since the start of the pandemic.
- In the latest Internal Audit Annual Report, the Head of Internal Audit’s noted that *“for the 12 months ended 31 March 2022...the organisation has an adequate and effective framework for risk management, governance and internal control. While I do not consider any areas of significant corporate concern, some areas require the introduction or improvement of internal controls to ensure the achievement of objectives, and these are the subject of monitoring.”*
- The Internal Audit Annual Report 2021-22 also noted that they *“were able to provide ‘Reasonable’ assurance or above for 64% of the assurance audits we undertook during 2021/22. Seven audits (28%) received ‘Limited’ assurance during the year, compared to five (22%) in 2020/21.*



The report goes on to state that in accordance with their protocol they *“formally revisit all the ‘Issues/Risks’ raised in reports with a ‘Limited’ assurance, when they become due, to ensure they are effectively addressed. (They) formally revisited all seven reports with a ‘Limited’ assurance rating. Following (their) revisit, (they) were able to raise the assurance to ‘Reasonable’ in three of the reports, while (they) will continue to monitor and report on the remaining four.”*

Improvements against these limited assurances will be prioritised by the relevant services over the forthcoming 12 months.

- **Risk registers** are being uploaded, updated, and monitored quarterly on **4Risk** and the Strategic risk register is reviewed periodically by the Leadership Team (SLT) and is also considered by the Governance and Audit Committee twice a year. The use of 4Risk has now been embedded into services virtual quarterly meetings. The use of risk registers and their mitigating actions has been important during the pandemic with the Emergency Management Response Team (EMRT) reviewing and updating weekly to inform the Council’s decisions and actions in response to the pandemic.
- Whilst developed and embedded in the day to day delivery of services there is an appetite to further develop their use in the corporate decision making process. As such, a review of the Risk Management Framework will be completed during the year which will help develop this relationship.
- The [‘Risk Management Update’](#) was presented to the Governance & Audit Committee on the 8th February and the minutes reflected that the Risk and Insurance Manager reported that *“the Senior Leadership Team (SLT) had undertaken a thorough review of the entire risk register and a decision has been made that the SLT’s focus should be on those risks to the achievement of the strategic priorities, hence a new strategic risk register aligned to the corporate priorities has been developed and replaces the corporate risk register.*
- Following the review, the SLT has identified the top five red/critical residual risks to the achievement of the Council’s corporate and strategic objectives and these relate to workforce management, IT continuity, cyber-security, school modernisation and the ongoing suitability of physical assets.
- All Services believed their performance was good. **The evidence above and within the Service Self Assessments confirms this and it is fair to say that the Councils overall performance from a risk management perspective is GOOD.**

Areas for improvement

The areas for improvement for 2022/23 are:

Area of improvement	Assurance
External Audit recommendations (national and local) are actioned and monitored using 4Action	Governance & Audit Committee
Review and revise the risk management strategy, policy and guidance which will form a clear and concise risk management framework to be followed across the Council	Governance & Audit Committee
To continue with the implementation of regulatory expectations at a time of change through the Local Government and Elections Act 2021	Governance & Audit Committee

Corporate Safeguarding

Overview

This section of the Service Reviews was introduced to give the **Strategic Corporate Safeguarding Board** Assurance that the Council was effectively undertaking its duties and responsibilities.

All but two of the Services noted Good performance.

The two services that were deemed **excellent were the Children's & Families Service and Adult Services** who also directly influence and inform the Councils' approach to Corporate Safeguarding, regional plans and partnerships.

Staff have been required to accept the **Corporate Safeguarding Policy** via the **Policy Portal** since December 2018. The last update on compliance against the policy was seen by the Audit and Governance Committee in September 2019, with 95% of staff having read and accepted the policy. The policy was introduced for re-acceptance in May 2022 and compliance data will be reported to the Leadership Team.

The **Strategic Corporate Safeguarding Board** provides assurance to Elected Members, Chief Executive, and the Statutory Director that the Council's safeguarding practices and arrangements are robust. It meets quarterly as part of the Corporate Heads of Services meeting. This ensures that every Director and Head of Service influence and inform the Strategic Corporate Safeguarding Board. The Board focusses on actions to identify and prevent radicalisation, modern slavery, violence against women, sexual abuse and domestic abuse.

There are representatives from all Services on the **Operational Corporate Safeguarding Board**, although attendance of some services could be improved. A self-assessment has been developed, undertaken annually to ensure that each Service is compliant with the policy. An action plan is then produced and monitored by the Board.

The current action plan's focus is on:

- Corporate Leadership and governance
- Communication and Awareness:
- Safe and Skilled Workforce
- Effective Support and Interventions
- Partners, volunteers and commissioned services

A Basic and General Safeguarding training programme is available and Services are required to map their needs in accordance with the Safeguarding Training Framework in order to feed into the corporate programme. Specialist training is also provided in line with the identified workforce needs.

There are also several e-learning modules available to staff:

Policy / Module	Percentage Completed
Violence Against Women, Domestic Abuse and Sexual Violence****	71%
GDPR****	82%
Modern Slavery****	82%

Policy / Module	Percentage Completed
Prevent****	79%

Overall, the evidence would result in a performance of **Good** corporately for the **Council**.

Areas for Improvement

The areas for improvement identified during the Service Reviews can be seen below. It is proposed that these will be monitored by the Corporate Safeguarding Board over the next 12 months to ensure that these improvements are made.

Area of improvement	Assurance
The Corporate Safeguarding Board should review all responses from the services to ensure that they are satisfied with a performance of Good for Corporate Safeguarding	Corporate Safeguarding Board
The Corporate Safeguarding Board should agree an action plan following the completion of self-assessments by the Services and it should be continued to be monitored by the board going forward	Corporate Safeguarding Board

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Overall Conclusion

All Services are currently performing overall as Good with

“Many strengths and no important areas requiring significant improvement”

With **prospects for improvement** also **GOOD**, which is further defined as -

“Effective Service who are already doing well and knows the areas needed to improve. By identifying the right support and taking action the service has the potential to do even better”.

It can also be evidenced by plotting on the matrix appended to this report that each Service understand how good (or weak) their performance is and also how robust their prospects for improvement are.

This provides assurances that the Council overall is progressing on its modernisation and **Continuous Improvement** journey, despite the challenges and uncertainties created by the pandemic.

We can say with confidence that the Council is always looking to improve how services are provided by -

- changing processes,
- modernising,
- reducing wastage, and
- increasing quality.

There is evidence throughout the Service Reviews and associated reports that this continuous improvement is embedded in every Service area.

Meaningful and effective political and corporate leadership, along with dedicated, committed and hardworking staff, drives this performance and commitment to modernisation and continuous improvement; effective service delivery and meaningful collaboration.

Effective plans are in place to ensure that the new Council will continue along this journey between 2022 and 2027.

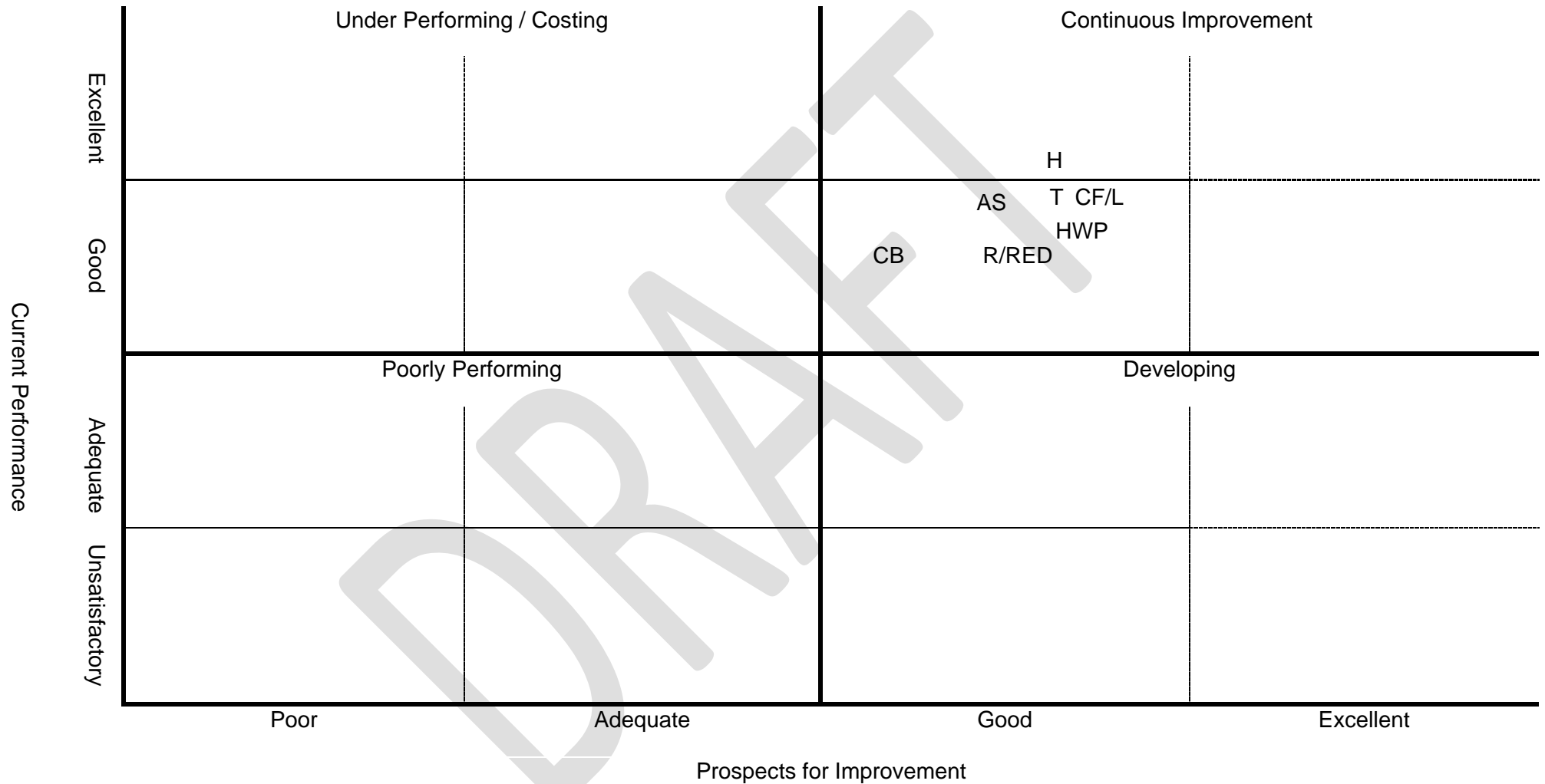
The Leadership Team owns the associated modernisation and improvement action plan, with progress being reported quarterly to the Corporate Scrutiny Committee.

The Council's Service Position Statement - 2022

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Self-Assessment Category	Evidence Categories	Adults	Children	Council Business	Regulation & Econ Dev	Highways, Waste & Property	Housing	Learning	Resources	Transformation
Performance Management	Performance Reporting	Good	Good	Good	Adequate	Good	Excellent	Good	Good	Excellent
	Customer Service	Good	Good	Good	Good	Good	Good	Excellent	Good / Adequate	Good
	Governance and Compliance	Good	Good	Good	Good	Adequate	Good	Good	Good	Good
Use of Resources	Workforce Development and People Management	Good	Good	Adequate	Good	Good	Excellent	Good	Good / Adequate	Good
	Resourcing	Good	Good	Good	Good	Excellent	Good	Excellent	Good	Excellent
	Collaboration and Integration	Excellent	Excellent	Good	Excellent	Excellent	Excellent	Excellent	Good	Excellent
Risk Management	External regulatory reports / peer input	Good	Good	Good	N/A	N/A	Good	Good	Good / Adequate	Good
	Internal Audit	Good	Good	Good	N/A	N/A	N/A	Good	Adequate / Good	Good
	Corporate Safeguarding	Excellent	Excellent	Good	Good	Good	Good	Good	Good	Good

Matrix



Key

AS – Adult Services, CB - Council Business, CF – Children and Families Service, H – Housing, HWP – Highways Waste and Property, L – Learning, R – Resources, RED – Regulation & Economic Development, T - Transformation

Identified Areas for Improvement

Area of improvement	Assurance
Continue to monitor and improve the indicators that have been affected by the coronavirus pandemic to ensure associated risks are managed appropriately	Quarterly scorecard monitoring reports
Improve the percentage of Waste Reused, Recycled or Composted indicator and meet Welsh Government targets as soon as possible	Quarterly scorecard monitoring reports
Improve performance within the Regulation and Economic Development service with particular attention on indicators within the Planning function.	Quarterly scorecard monitoring reports
Utilise software to become more data aware and informed to make even more effective evidence-based decisions.	Programme Board
Develop a means by which Council performance can be communicated to a wider audience of staff	Leadership Team
Increase the opportunity for residents and stakeholders to ensure their voice is heard, through the adoption of a revised, revamped and post pandemic public participation strategy	The Executive
Gain customer experience feedback on the Corporate Telephone System and switchboard to inform future improvements;	Leadership Team
Further continuation of the digital channel shift, through the launch of the bilingual 'Mona' Chabot to aide digital customer searches and on-line experiences	Leadership Team
Modernising our approach from customer service to a more rounded customer experience	Leadership Team
<p>Ensure all staff are compliant with policies with the use of 4Policy and that staff who can't access 4Policy are able to review and accept the policies in a way which works for them;</p> <p>Learning Service in particular to identify options around how best to monitor compliance of school based staff with the policies;</p>	Leadership Team
Implement the 'three lines of assurance' model as one method to collect information to assist with assurance mapping for the Council;	Governance and Audit Committee
Improve staff compliance against all e-learning modules on the Learning Pool	Corporate Scrutiny Committee
Develop and deliver a recruitment and retention action plan	Leadership Team

Area of improvement	Assurance
Further evolution of the hybrid working, balancing team and performance requirements, customer experiences, staff health, wellbeing and personal preference	Leadership Team
Providing effective and professional broadcasting of formal Council hybrid meetings	Leadership Team
Further evolve and deliver Service level workforce development plans to balance performance, modernisation, business continuity, staff health and well-being.	Leadership Team
Further embed the Annual Conversation between Managers and staff	Leadership Team
The Children & Families Service will expand its Flying Start programme across the Island, rather than certain areas, which will ultimately reduce the need for children coming into the statutory services and reduce our Looked After children population.	Social Services Scrutiny Panel
The Council develops and adopts a capital strategy aligned to the new Council Plan (2022/27).	The Executive
Minimise future housing subsidy with-holds by agreeing a suitable timetable with external auditors and reviewing staffing capacity;	Audit Wales reports
The Council reviews and revises its annual budget setting process to ensure increasing pressures can be mitigated for 2023/24 and that the Councils' resources are used as efficiently and as effectively as possible into the future when considering the added pressures and costs that are currently on-going	The Executive
Continue to develop and review partnerships to ensure that they are fit for purpose and are in line with the revised and new Council Plan (2022/27), other strategies and programmes.	Partnership and Regeneration Scrutiny Committee
Establish a collective and collaborative approach to record outputs and measures across the Community Resource Team workforce which houses health and social care professions.	Social Services Scrutiny Panel
Review the Single Point of Access (SPOA) process to identify where and how improvements can be made	Social Services Scrutiny Panel
External Audit recommendations (national and local) are actioned and monitored using 4Action;	Governance & Audit Committee
Review and revise the risk management strategy, policy and guidance which will form a clear and concise risk management framework to be followed across the Council	Governance & Audit Committee

Area of improvement	Assurance
To continue with the implementation of regulatory expectations at a time of change through the Local Government and Elections Act 2021;	Governance & Audit Committee
The Corporate Safeguarding Board should review all responses from the services to ensure that they are satisfied with a performance of Good for Corporate Safeguarding	Corporate Safeguarding Board
The Corporate Safeguarding Board should agree an action plan following the completion of self-assessments by the Services and it should be continued to be monitored by the board going forward	Corporate Safeguarding Board

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Springing Forward – Isle of Anglesey County Council

Audit year: 2021-22

Date issued: August 2022

Document reference: 3048A2022

This document has been prepared for the internal use of Isle of Anglesey County Council as part of work performed/to be performed in accordance with Section 17 of the Public Audit (Wales) Act 2004, and Section 15 of the Well-being of Future Generations Act (Wales) 2015].

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This document is also available in Welsh.

Contents

More prominent consideration and application of the sustainable development principle would lead to a more complete understanding of the challenges presented by both the Council's building assets and workforce, and lead to improved visions, strategies, and plans.

Summary report

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Assets 8

The Council understands the challenges presented by its land and building portfolio but has not yet developed a corporate vision for its assets or the associated delivery plans 8

The Council has rationalised and modernised part of its asset base and service delivery model, but this is not yet driven by a clear corporate vision 9

Defining and reviewing progress towards short, medium, and longer-term objectives for its asset base will strengthen the Council's ability to transform, adapt and maintain the delivery of its services 10

Workforce 10

The Council has a vision and key delivery themes for its workforce which can be strengthened by more prominent consideration of applying the sustainable development principle and further embedding the lessons learnt from the pandemic 10

The Council has engaged with staff and managers and is responsive to workforce challenges, and recognises the need to develop longer-term integrated strategies and has embarked on doing so 11

The Council maintains an overview of current workforce issues but there is an opportunity to make more use of data and use benchmarking to measure the current and longer-term success of its workforce initiatives 12

Summary report

Summary

What we reviewed and why

- 1 As the world moves forward, learning from the global pandemic, this review has looked at how the Council is strengthening its ability to transform, adapt and maintain the delivery of services, including those delivered in partnership with key stakeholders and communities.
- 2 We reviewed the Council's arrangements for managing its assets and workforce:
 - a. for assets, our primary focus was on office accommodation and buildings from which the Council delivers services to its residents; and
 - b. for workforce, our focus has been on the challenges highlighted during the pandemic that have exacerbated some longstanding workforce issues.

We looked at how the Council strategically plans to use its assets and workforce, how it monitors their use and how it reviews and evaluates the effectiveness of its arrangements.
- 3 When we began our audit work under the Well-being of Future Generations (Wales) Act 2015, we recognised that it would take time for public bodies to embed the sustainable development principle, but we also set out our expectation that over the medium term we would expect public bodies to be able to demonstrate how the Act is shaping what they do. It is now approaching seven years since the Well-being of Future Generations Act was passed and we are now into the second reporting period for the Act. Therefore, we would now expect public bodies to be able to demonstrate that the Act is integral to their thinking and genuinely shaping what they do.
- 4 This project had three main aims:
 - to gain assurance that the Council is putting in place arrangements to transform, adapt and maintain the delivery of services;
 - to explain the actions that the Council is taking both individually and in partnership to strengthen its arrangements as well as further embed the sustainable development principle; and
 - to inspire the Council and other organisations to further strengthen their arrangements through capturing and sharing notable practice examples and learning and making appropriate recommendations.
- 5 This is important because the Isle of Anglesey County Council invests considerable sums in its building assets and workforce. Some key information from 2020-21 is show in **Exhibit 1**.

Exhibit 1: key data relating to building assets and workforce.

Number of Council buildings owned in 2020-21	616 land and buildings, and 3,855 dwellings within the housing stock
Value of property, as of 31 March 2021	Approximately £196 million
Number of staff	2,532
Spending on workforce	£95 million which equates to 43% of Gross Expenditure chargeable to the General Fund
Percentage of the workforce, of staff who were male	24.0%
Percentage of the workforce, of staff who were female	76.0%
Percentage of staff who work full time	55.6%
Percentage of staff who work part time	44.4%
Percentage of staff aged over 55 years	22.8%
Number of staff who left the Council by their own choice in 2020-21	165

- 6 The COVID-19 pandemic has impacted on demand for buildings and the way that staff work. This report examines some of these impacts and the way that the Council benefits from the positives and mitigates risks from the negatives when planning future service delivery.
- 7 We undertook the review during the period December 2021 to February 2022.

What we found

- 8 Our review sought to answer the question: Is the Council's strategic approach strengthening its ability to transform? In doing this work, we have identified some of the direct impacts of the pandemic as well as some operational and governance issues exacerbated by the pandemic.
- 9 Overall, we found that more prominent consideration and application of the sustainable development principle would lead to a more complete understanding of the challenges presented by both the Council's building assets and workforce, and lead to improved visions, strategies, and plans.
- 10 We reached this conclusion because:
- the Council understands the challenges presented by its land and building portfolio but has not yet developed a corporate vision for its assets or the associated delivery plans;
 - the Council has rationalised and modernised part of its asset base and service delivery model, but this is not yet driven by a clear corporate vision;
 - defining and reviewing progress towards short, medium, and longer-term objectives for its asset base will strengthen the Council's ability to transform, adapt and maintain the delivery of its services;
 - the Council has a vision and key delivery themes for its workforce which can be strengthened by more prominent consideration of applying the sustainable development principle and further embedding the lessons learnt from the pandemic.
 - the Council has engaged with staff and managers and is responsive to workforce challenges, it recognises the need to, and has started, the work of developing longer-term integrated strategies; and
 - the Council maintains an overview of current workforce issues but there is an opportunity to make more use of data and use benchmarking to measure the current and longer-term success of its workforce initiatives.

Recommendations

Exhibit 2: recommendations

The table below sets out the recommendations that we have identified following this review.

Recommendations	
Vision, strategies, delivery plans and the sustainable development principle	
R1	<p>The Council needs to demonstrate that the sustainable development principle at the heart of its considerations, embedding on the lessons learnt from the pandemic, as it:</p> <ul style="list-style-type: none">• develops the Council's vision for the shape and size of its land and building assets and workforce in the short, medium, and long term;• develops an asset strategy that demonstrates consideration of the sustainable development principle and is fully integrated with key priorities such as the Modernisation and Net Zero Carbon programmes;• updates the workforce strategy to demonstrate application of the sustainable development principle and is fully integrated with key priorities such as the Modernisation and Net Zero Carbon programmes; and• develops costed delivery plans.
Data and benchmarking	
R2	<p>Develop the use of data and benchmarking to inform planning, budget setting, and monitor and assess the longer-term success of its asset and workforce initiatives.</p>

Detailed report

Assets

The Council understands the challenges presented by its land and building portfolio but has not yet developed a corporate vision for its assets or the associated delivery plans

11 In reaching this conclusion we found that:

- the pandemic required office-based posts to be undertaken in individuals' homes. The Council's modernisation agenda had already equipped the workforce with laptops, which assisted in the transition to working from home. The Council has since identified the need to make additional investment in areas such as software licensing, and it is implementing a new telephone system.
- the Anglesey Transitional Plan 2022-23 introduces a new way of hybrid working for staff and elected members which is currently being piloted, and will enable monitoring, learning and further adaptation.
- the Council recognises that changes are required, and future workspace and wider asset requirements need to be defined, and until this is completed there is some uncertainty about what the future asset needs will be.
- the Council has consulted with residents to shape its priorities, which has been undertaken in partnership with Medrwn Môn, Age Cymru and Flying Start. This activity is helping shape Council asset priorities.
- the Council adopted 'Establishing the Isle of Anglesey County Council Towards Net Zero Plan 2022-2025' in March 2022, and is to refresh other key strategies early in the new administration. There is an opportunity to ensure that these plans are aligned and are integrated, so the Council can make sure its approach to assets delivers maximum value and helps deliver wider corporate objectives. The plans include:
 - the Council Plan;
 - the new Capital Strategy and Corporate Asset Management Plan; and
 - key strategies, such as the Towards Net Zero Plan 2022-2025, and School Modernisation Strategy (2018 Update), need to be developed, refreshed, and costed to inform the corporate asset vision and plan.
- services have not identified their current and longer-term asset needs. Some of the assets are aged, the needs of service users and providers are changing over time, and the financial cost of transforming the asset base is not known.
- the Corporate Asset Management Plan for Land and Buildings 2015-2020 has not been updated and is out of date. Officers have been appointed to new posts to lead on Capital and Climate Change, and there is the intention

to move assets from Finance and Property to enable an organisation-wide view of the Council's needs.

- the Council continues to invest in capital projects, including buildings; however, plans need updating and should be longer term in nature. Councils need to be mindful that incremental change, without an overarching vision and delivery plans could take them in the wrong direction.
- the Well-being of Future Generations (Wales) Act 2015 requires public bodies to balance current and future needs. The Council needs to put the sustainable development principle at the heart of its new asset strategy and supporting plans to help it deliver its service delivery aspirations, both now and in the future. This should help ensure its assets deliver maximum impact, across a range of its objectives.

The Council has rationalised and modernised part of its asset base and service delivery model, but this is not yet driven by a clear corporate vision

12 In reaching this conclusion we found that:

- the Council, before the pandemic, has reduced the number of offices from which it operated and has transferred some assets and the delivery of some services to the wider community.
- the Council had already moved to work more agilely as a result of its smarter working project, and the pandemic has helped move some agendas forward at a greater pace than originally planned. These include home working, virtual meetings, and a reduction in travel.
- there has been a shift in access to services: many users have accessed services digitally, accompanied by a reduction in traditional face-to-face access. We heard as part of our fieldwork that family, neighbours, and friends often assist individuals who find digital access difficult.
- the pandemic has provided some opportunities for the Council to offer its assets to other public bodies, such as providing leisure centres for midwifery services.
- the Council recognises that it is 'unable to change the world on its own' and actively seeks to partner with organisations that can help it to deliver real benefits, but it recognises that some partnerships provide more added value than others.

Defining and reviewing progress towards short, medium, and longer-term objectives for its asset base will strengthen the Council's ability to transform, adapt and maintain the delivery of its services

13 In reaching this conclusion we found that:

- the Council has developed its understanding of how use of assets will change in the future, but does not plan to undertake a complete review until the Council considers itself to be at the end of the pandemic.
- the Council has not stated what it wants to achieve over the short, medium, and longer term for its asset base; as such, it is difficult to review progress, particularly as it has no asset measures as part of its Corporate Scorecard report. There is also no review of the impact of the incremental changes that are taking place. Being clear about what it wants to achieve will enable the Council to develop and set measures, which in turn will allow the Council to monitor progress and impact.
- the Council is not actively using benchmarking in its approach to better understand its own performance and identify areas for improvement.

Workforce

The Council has a vision and key delivery themes for its workforce which can be strengthened by more prominent consideration of applying the sustainable development principle and further embedding the lessons learnt from the pandemic

14 In reaching this conclusion we found that:

- the Council is of the view that effective workforce management is more important than ever, especially during and after the pandemic and ensuring business continuity is an essential part of designing resilient services.
- the Council Plan 2017-2022 identifies: 'Promote apprenticeships arising from new developments and ensure that young people and adults have the right skills and expertise for work. We will also create opportunities within the Council to develop staff' as one of the key steps to delivering its objective 'Ensure that the people of Anglesey can thrive and realise their long-term potential'.
- the Anglesey Transitional Plan (post pandemic) 2022-23 identifies the importance of staff, ensuring their safety and wellbeing, and delivering new hybrid ways of working and delivery mechanisms.

- the People Strategy 2020-24 Supporting People, Supporting the Future has identified a vision whereby ‘we have to ensure that the people we employ are skilled, trained and motivated to meet the challenging needs ahead. We also need to optimise the use of our people capacity and ensure that we plan for our current and future workforce requirements and design agile structures and roles to meet changing demands in cost-effective ways.’ Five key themes have been identified:
 - recruiting and retaining the best (innovative, ambitious and outward looking);
 - inspiring service excellence (customer/citizen and community focused);
 - building organisational effectiveness (professional and well run);
 - engaging, developing, and managing our talent (valuing and developing our people); and
 - developing the skills and capacity of the workforce (valuing and developing our people).
- the Council has not updated its People Strategy 2020-24 to incorporate the learning from the pandemic. The strategic work programme is updated annually to support the People Strategy 2020-24 and identifies the main workforce priorities. There is an opportunity to integrate workforce issues with other Council strategies including Modernisation, Assets and Net Zero Carbon.
- the People Strategy 2020-24 does not demonstrate how the Council has applied the sustainable development principle and considered the five ways of working, as set out in the Well-being of Future Generations (Wales) Act 2015.

The Council has engaged with staff and managers and is responsive to workforce challenges, and recognises the need to develop longer-term integrated strategies and has embarked on doing so

15 In reaching this conclusion we found that:

- the Council has a good understanding of the current workforce challenges which include recruitment and retention of staff in specific areas;
- the Council has undertaken numerous actions to respond to workforce challenges, including:
 - making the Council an attractive employer to prospective employees;
 - working with the local college to include two-week work experience to introduce students to the care sector;
 - simplify job application and introduce generic roles to enable flexibility in the workforce;

- making terms and conditions less rigid and allowing staff to shape their working hours where the business needs allow; and
- recognising that pay and status need to be improved in some vital posts.
- the Council obtained the views of staff about Living and Working with COVID-19 in June 2021, which considered areas such as working arrangements, advantages experienced, and methods of communications. The high response rate of 565 out of 800 office-based staff has provided a good understanding of the current position and preferences for future working arrangements.
- the questionnaire identified benefits that are attributable to hybrid working, including but not limited to:
 - reduction in travelling and associated costs for employer and employee;
 - finding it easier to concentrate;
 - more flexibility of when and how is work undertaken; and
 - improved work-life balance.
- the Council's key plans in areas such as workforce and assets tend to be standalone, whereas they are operationally interrelated. Advancing integrated thinking would help the Council make the connections between relevant strategies, and ensure they are all geared towards delivering the overall vision and strategies that drive the whole of the Council in the same direction.

The Council maintains an overview of current workforce issues but there is an opportunity to make more use of data and use benchmarking to measure the current and longer-term success of its workforce initiatives

16 In reaching this conclusion we found that:

- the Council monitors the people management measures within its corporate scorecard including staff numbers, short and long-term sickness absence and turnover.
- a Task and Finish Group is reviewing recruiting arrangements to see if current arrangements are working and if there are any lessons to be learnt.
- a Recruitment Panel is held every two weeks to consider the number of empty posts, and where they sit within the organisation. The panel also keeps track of any developing trends.
- the Council is undertaking exit interviews to gain an understanding of what influences leavers and to understand how to do things differently.
- the Council participates in national and regional workforce related groups and reports that they are valuable.

- The Council has five people management measures reporting staff numbers, sickness, and turnover. The measures are not benchmarked with other councils. Using a wider range of measures and utilising benchmarking data can provide useful insight into council's individual performance and can identify opportunities for learning from other organisations.
- the Council has an opportunity to review current internal and regional arrangements, to identify those that provide additional value, and areas where improvement or changes are required. However, effective workforce planning needs a full range of current data, not only about factors affecting the supply of the workforce but also the demands placed upon it. It is only when equipped with this information that an effective workforce approach can be developed.



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We welcome correspondence and telephone calls in Welsh and English.
Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

Management Response

Report title: Springing Forward – Anglesey County Council

Completion date: August 2022

Document reference: 3048A2022

Ref	Recommendation	Management Response	Completion Date	Responsible Officer
R1	<p>Vision, strategies, delivery plans and the sustainable development principle</p> <p>The Council needs to demonstrate that the sustainable development principle at the heart of its considerations, embedding on the lessons learnt from the pandemic, as it:</p> <ul style="list-style-type: none"> develops the Council's vision for the shape and size of its land and building assets and workforce in the short, medium, and long term; develops an asset strategy that demonstrates consideration of the sustainable development principle and is fully integrated with key priorities such as the Modernisation and Net Zero Carbon programmes; 	<p>In the process of developing and approving a 10-year plan – managing corporate assets in accordance with the objectives of the Council Plan. Contributing to the Council's net zero plan will be central to the corporate asset management plan.</p> <p>Develop a property and corporate asset management structure that will contribute to achieving the objectives of the corporate asset management plan and include the Council's strategic requirements as well as contributing to reaching net zero by 2030.</p>	<p>March 2023</p> <p>December 2022</p>	<p>Meilir Hughes</p> <p>Huw Percy a Meilir Hughes</p>

Ref	Recommendation	Management Response	Completion Date	Responsible Officer
	<ul style="list-style-type: none"> updates the workforce strategy to demonstrate application of the sustainable development principle and is fully integrated with key priorities such as the Modernisation and Net Zero Carbon programmes; and develops costed delivery plans. 	Efforts will be made to update the workforce strategy to highlight considerations of the sustainable development principle wherever possible and integrating with other key priorities where possible and relevant.	January 2023	Carys Edwards with the support of HR Team Members
R2	<p>Data and benchmarking</p> <p>Develop the use of data and benchmarking to inform planning, budget setting, and monitor and assess the longer-term success of its asset and workforce initiatives.</p>	Data is already collated and benchmarked where possible and is considered and developed during regular reviews	Long-term work that will evolve over time and as a result never end.	Carys Edwards with the support of HR Team Members

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to	Governance and Audit Committee
Date	20 October 2022
Subject	Review of Forward Work Programme for 2022-23 (v5)
Head of Service	Marc Jones Director of Function (Resources) and Section 151 Officer MarcJones@anglesey.gov.wales
Report Author	Marion Pryor Head of Audit and Risk MarionPryor@anglesey.gov.wales
Nature and Reason for Reporting To provide a Forward Work Programme for 2022-23 to the members of the Governance and Audit Committee.	

Introduction

1. A Forward Work Programme (v5) is attached at [Appendix A](#), along with a training programme at [Appendix B](#).
2. The programme has been developed considering the Committee's new responsibilities as a result of the new Local Government and Elections (Wales) Act 2021, and the consequent amendment to the Committee's terms of reference.

Recommendation

3. That the Governance and Audit Committee:
 - considers whether the Forward Work Programme proposed for 2022-23 meets the Committee's responsibilities in accordance with its terms of reference.

Appendix A – Forward Work Programme 2022-23 v5

Core Function	29 June 2022	26 July 2022	28 September 2022	20 October 2022	23 November 2022	08 December 2022	07 February 2023	18 April 2023
Accountability arrangements (3.4.8.3)	Review of Forward Work Programme 2022-23 v2 (3.4.8.3.2) Annual Chair's Report 2021-22 (3.4.8.3.1)	Review of Forward Work Programme 2022-23 v3 (3.4.8.3.2)	Review of Forward Work Programme 2022-23 v4 (3.4.8.3.2)	Review of Forward Work Programme 2022-23 v5 (3.4.8.3.2)		Review of Forward Work Programme 2022-23 (3.4.8.3.2)	Review of Forward Work Programme 2022-23 (3.4.8.3.2) Annual Review of Committee's Terms of Reference (3.4.8.3.2)	Review of Forward Work Programme 2022-23 (3.4.8.3.2) Committee Self-assessment (3.4.8.3.2)
Governance (3.4.8.4)		Draft Annual Governance Statement (3.4.8.4.1/2/3)			Final Annual Governance Statement (3.4.8.4.1/2/3)	Local Code of Governance (3.4.8.4.1/3) Annual Report of the Partnerships and Regeneration Scrutiny Committee 2021-22 (3.4.8.4.4)		
Treasury Management (3.4.8.5)			Annual Report 2021-22 (3.4.8.5.1/2/3/4)			Mid-year Report (3.4.8.5.3)	Strategy and Prudential Indicators 2023-24 (3.4.8.5.3/4)	

Core Function	29 June 2022	26 July 2022	28 September 2022	20 October 2022	23 November 2022	08 December 2022	07 February 2023	18 April 2023
Assurance Framework (3.4.8.7)			Annual Information Governance Report 2021-22 (3.4.8.7.1) Annual ICT Security Report 2021-22 (3.4.8.7.1) Annual Health & Safety Report 2021-22 (3.4.8.7.1)			Annual Information Governance in Schools Report 2021-22 (3.4.8.7.1) Annual Procurement Report 2021-22 (3.4.8.7.1)		Annual Insurance Report (3.4.8.7.1)
Risk Management (3.4.8.8)			Strategic Risk Register (3.4.8.7.1/2) (3.4.8.8.1)				Annual Review of Risk Management Framework (3.4.8.7.1/2) (3.4.8.8.1) Strategic Risk Register (3.4.8.7.1/2) (3.4.8.8.1)	
Countering Fraud and Corruption (3.4.8.9)			Annual Counter Fraud, Bribery and Corruption Report 2021-22 (3.4.8.9.4) Annual Concerns,			Annual Review of Counter Fraud, Bribery and Corruption Strategy (3.4.8.9.2/3)		

Core Function	29 June 2022	26 July 2022	28 September 2022	20 October 2022	23 November 2022	08 December 2022	07 February 2023	18 April 2023
			Complaints & Whistleblowing Report (3.4.8.9.1)					
Internal Audit (3.4.8.10)	Annual Internal Audit Report 2021-22 (3.4.8.10.6/7/8/9/12/14/15) (3.4.8.6) Annual Internal Audit Strategy 2022-23 (3.4.8.10.1/2/5/6)		Internal Audit Update Report (3.4.8.10.10/11) (3.4.8.6) Outstanding Issues/Risks (3.4.8.10.11)			Internal Audit Update Report (3.4.8.10.10/11) (3.4.8.6) Review of Internal Audit Charter (3.4.8.10.3/13)	Internal Audit Update Report (3.4.8.10.10/11) (3.4.8.6)	Internal Audit Update Report (3.4.8.10.10/11) (3.4.8.6) Outstanding Issues/Risks (3.4.8.10.11)
External Audit (3.4.8.11)					Audit of Accounts Report (3.4.8.11.2) (3.4.8.12.3)	Annual Audit Summary 2022 (3.4.8.11.3)		Annual Audit Plan 2022-23 (3.4.8.11.1/3)
Financial Reporting (3.4.8.12)		Draft Statement of Accounts 2021-22 (3.4.8.12.1/2)			Final Statement of Accounts 2021-22 (3.4.8.12.1/2)			
Other regulators and inspectors (3.4.8.13)								

Core Function	29 June 2022	26 July 2022	28 September 2022	20 October 2022	23 November 2022	08 December 2022	07 February 2023	18 April 2023
Complaints Handling (3.4.8.14)			Annual Concerns, Complaints & Whistleblowing Report 2021-22 (3.4.8.14.1/2) Annual Letter of the Public Services Ombudsman for Wales 2021-22 (3.4.8.14.1/2)					
Self-assessment (3.4.8.15)		Review of the Draft Annual Self-assessment report (3.4.8.15.1/2/3)		Review of the Draft Annual Corporate Self-assessment Report (3.4.8.15.1/2/3)				
Performance Panel Assessment (3.4.8.16) ¹								

¹ At least once during an electoral cycle a panel performance assessment will take place in the period between ordinary elections of councillors to the council. The council may choose to commission more than one panel assessment in an electoral cycle, but it is not a requirement of the legislation. (The Local Government and Elections (Wales) Act 2021). The council must make a draft of its response to the panel performance assessment available to its Governance and Audit committee, which must then review the draft response and may make recommendations for changes to the response to the panel assessment.

Appendix B – Training Programme

Committee-specific training

Area	Medium	Provider	Date Provided / Scheduled	Attendance
Induction	Virtual	Jo Hendy, Welsh Local Government Association	23 June 2022	11 / 12 (92%)
Financial Statements	Virtual	Marc Jones, Director of Function (Resources) / Section 151 Officer	13 July 2022	9 / 12 (75%)
Complaints	Virtual	Matthew Harris, Public Services Ombudsman for Wales	9 September 2022	9 / 12 (75%)
Treasury Management	Virtual	Richard Bason, Senior Director, Link Treasury Services	14 September 2022	7 / 12 (58%)
Risk Management		Julie Jones, Risk and Insurance Manager		

Mandatory training

Area	Medium	Provider	Date Provided / Scheduled	Completed
General Data Protection Regulations (GDPR)	eLearning	Internal	Available any time	
Cyber Ninjas for Councillors	eLearning	Internal	Available any time	
Basic Safeguarding Awareness (Group A)	eLearning	Internal	Available any time	
Violence Against Women, Domestic Abuse and Sexual Violence (optional for lay members)	eLearning	Internal	Available any time	
Prevent (optional for lay members)	eLearning	Internal	Available any time	
Modern Slavery (optional for lay members)	eLearning	Internal	Available any time	