ISLE OF ANGLESEY COUNTY COUNCIL **Scrutiny Report Template**	
Committee:	Corporate Scrutiny Committee
Date:	13.6.2024
Subject:	Self Assessment Report 2023/24
Purpose of Report:	The County Council's annual self-assessment as expected under Local Government and Elections Act 2021
Scrutiny Chair:	Douglas Fowlie
Portfolio Holder(s):	Carwyn Elias Jones, Portfolio Holder for Transformation
Head of Service:	Carys Edwards, Head of Profession HR and Transformation
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Local Members:	

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1 - Recommendation/s
1. Endorse the Annual Self Assessment 2024 for further consideration by the Executive

2 – Link to Council Plan / Other Corporate Priorities

This is the third Self-Assessment undertaken by the County Council following the adoption of its first in September 2022. As part of the Local Government and Elections (Wales) Act 2021 the following duty is imposed on Anglesey County Council:
 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) above
 	
 2. make a report setting out its conclusions as to the extent to which it met the performance requirements.
 	
 To meet the expectation above, the County Council's Self-Assessment for 2024 was prepared. The report evidences the output of the Councils corporate planning and performance management framework and is the end of a process that brings several different aspects of the framework together.

3 – Guiding Principles for Scrutiny Members
To assist Members when scrutinising the topic:-   **3.1** Impact the matter has on individuals and communities **[focus on customer/citizen]**

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

3.2 A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality **[focus on value]**

3.3 A look at any risks **[focus on risk]**

3.4 Scrutiny taking a performance monitoring or quality assurance role **[focus on performance & quality]**

3.5 Looking at plans and proposals from a perspective of:
- Long term
- Prevention
- Integration
- Collaboration
- Involvement

[focus on wellbeing]

3.6 The potential impacts the decision would have on:
- protected groups under the Equality Act 2010
- those experiencing socio-economic disadvantage in their lives (when making strategic decisions)
- opportunities for people to use the Welsh language and treating the Welsh language no less favourably than the English language

[focus on equality and the Welsh language]

4 - Key Scrutiny Questions

1. Why does the Local Authority prepare an annual corporate self-assessment and how does the process align with our local performance management arrangements?

2. The report discusses the changes made to the self-assessment approach and template. What have been the key considerations driving these changes and what are the proposed benefits for the Council?

3. Four of the 7 key areas are rated as "exceeds expectation" which is a positive position. What assurances can be given that the remaining three key areas currently graded as "Meets expectations" will continue to improve?

5 – Background / Context

The Local Government and Elections 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.

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

During 2023 we reviewed our approach to self-assessment and made a number of adjustments to further strengthen the process. We worked collaboratively with Services

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

across the Council to adjust the template to focus on seven key areas, in line with applying the Wellbeing of Future Generations Act.

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.

6 – Equality Impact Assessment [including impacts on the Welsh Language]

6.1 Potential impacts on protected groups under the Equality Act 2010

Not applicable

6.2 Potential impacts on those experiencing socio-economic disadvantage in their lives (strategic decisions)

As above

6.3 Potential impacts on opportunities for people to use the Welsh language and treating the Welsh language no less favourably than the English language

As above

7 – Financial Implications

The self assessment has a specific section on financial planning, it concludes that the council have a strong grasp on Financial Planning and have a clear financial plan in place to achieve the council's vision in the short, medium and long term.

8 – Appendices:

Annual Self Assessment 2024

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

Council Plan 2023 - 2028

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

Self Assessment – 2023/24

The County Council's annual self-assessment as expected under Local Government and Elections Act (Wales) 2021

Prepared by – Transformation Service

Publication date: July 2024

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

Introduction

This report reflects the Isle of Anglesey County Council's third 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 changing time for local government.

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 and the following report is drafted as such.

The Local Government and Elections Act 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.

Council Plan 2023-2028 - Strategic Objectives

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

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

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

The Council Plan's vision is to:

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

The Welsh Language
Increase the opportunities to learn and use the language.

Social Care and Wellbeing
Providing the right support at the right time.

Education
Ensuring an effective provision for today and for future generations.

Housing
Ensuring that everyone has the right to call somewhere home.

Economy
Promoting opportunities to develop the Island's economy.

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

Council Plan 2023–2028 – Values

The Council Plan 2023-28 is underpinned by the organisation's core values, which are used to develop and guide the vision, strategic plans and services.

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

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

Honesty
We are committed to high standards of conduct and integrity.

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

Council Plan 2023 to 2028 (gov.wales)

Strategic Circle

The strategic circle identifies the plans in place to ensure we are able to achieve our priorities and objectives.
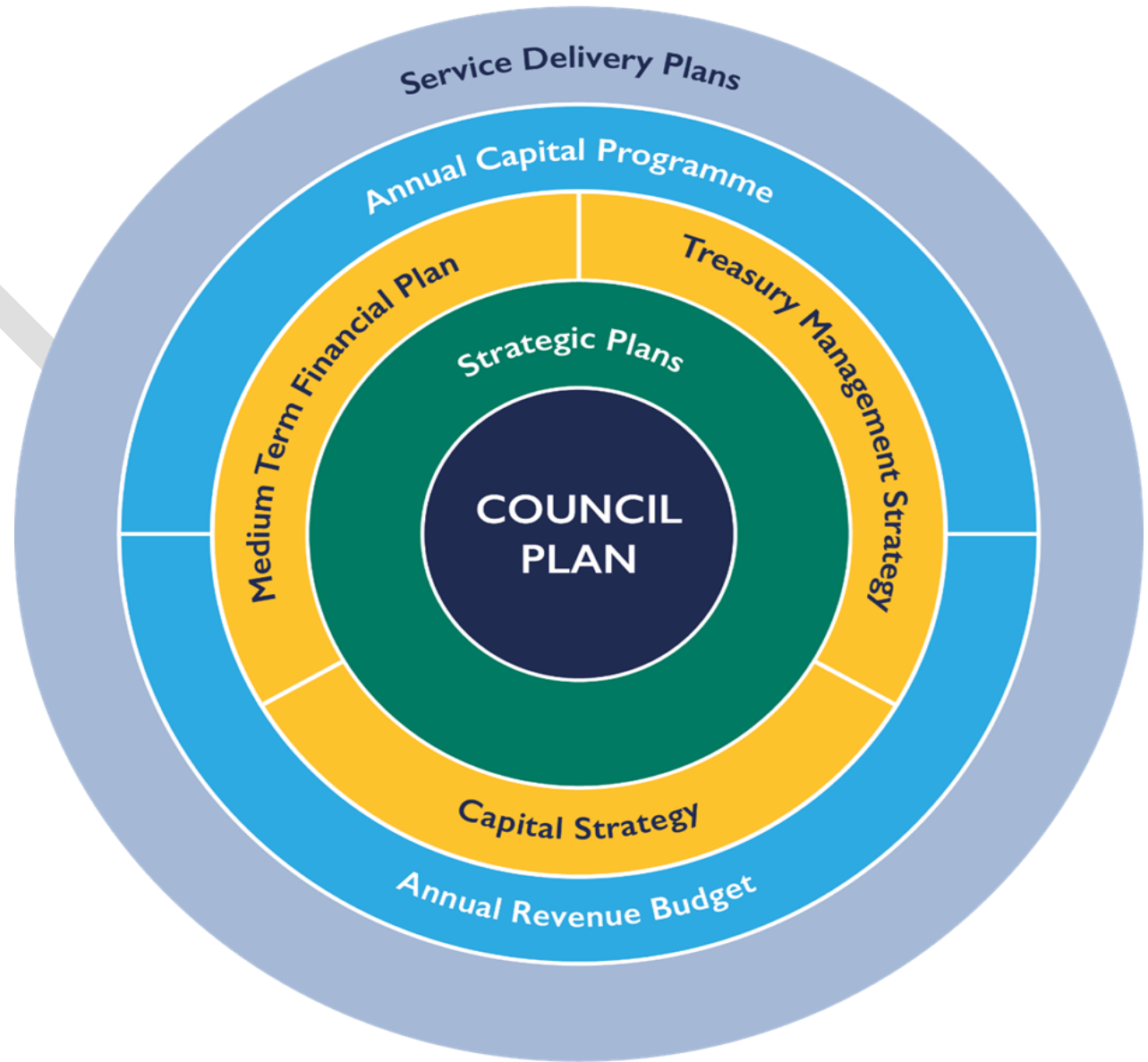
Our method of Self-Assessment

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

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

During 2023 we reviewed our approach to self-assessment and made a number of adjustments to further strengthen the process. We worked collaboratively with Services across the council to adjust the template to focus on seven key areas, in line with applying the Wellbeing of Future Generations Act. These seven areas are:

Service Planning

Procurement & Contract Management

Financial Planning

Risk & Audit Management

Workforce Planning

Performance Management

Asset Management

We also allowed more time for Services to start the evidence gathering stage. We hope this strengthened the process based on our experiences from previous years. We will continue to review our self-assessment processes every year and implement changes that we're not implemented during 2023/24 such as seeking an independent opinion to ensure that the process and scoring provides a fair reflection.

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 Anglesey County Council has 9) 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 5 criteria listed below and were thereafter challenged as to their findings by a group of officers and elected members known as the Service Review process:

Performance Rating	Description
Outstanding	Performance that consistently surpasses expectations and demonstrates exceptional achievement.
Exceeds Expectations	Performance that delivers superior results beyond what was expected.
Meets Expectations	Performance that meets established standards and fulfils obligations.
Needs Minor Improvement	Performance that falls below expected standards and requires corrective action by the Service.
Needs Major Improvement	Performance that consistently falls short of expected standards, necessitating the need for immediate corrective measures by the Service and Leadership Team.

Individual Services who have scored themselves as 'Adequate' or 'Unsatisfactory' have identified areas for improvement to help improve performance into the future. These areas for improvement have been included in this self-assessment, however some have been included in a wider area for improvement for the Council and will be managed by a lead service which are identified in the 'Identified Areas for Improvement' section of this report.

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

This self-assessment summarises the conclusion of the work for 2023/24 and evaluates the overall performance of the Council, answering at the simplest level, the following questions –

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

Service Planning

Exceeds Expectations
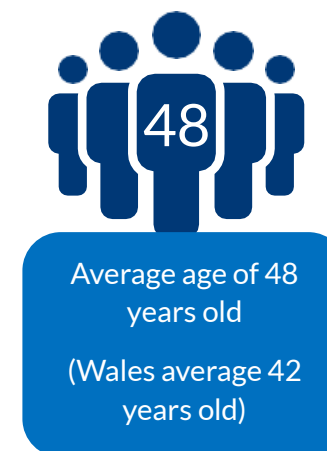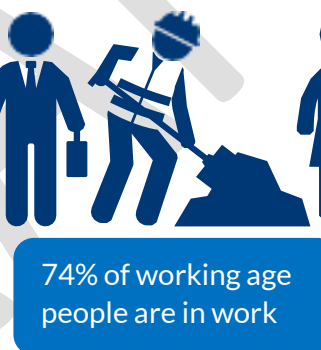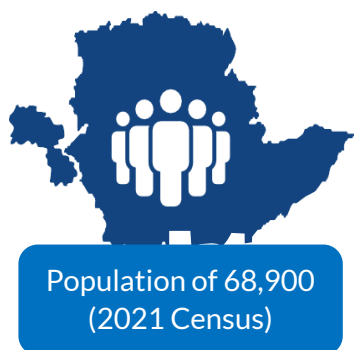
How well are we doing?

Service planning is an essential tool for performance management. It helps people understand our services, it provides a road map for where the Council needs to be and is an essential part of the accountability framework for service provision in realising the objectives of the Council Plan.

The evidence supports an overall conclusion that the council have a strong grasp on Service Planning and have a clear vision for the future and how to achieve that vision.

How do we know?

Identified Strengths	Examples of Supporting Evidence
Clear Objectives – The council has a clear vision in place with measurable objectives for service delivery which is aligned to the community needs and legislative requirements	- Council Plan - Council Values - Supporting strategies and plans - Modernising Learning Communities and Developing the Welsh Language Strategy - Local Code of Governance – pages 12-16
Stakeholder Engagement – The council is in continuous engagement with Anglesey residents, businesses and partners	- Public Consultations - Survey of tenants and residents (STAR) survey results - Local Code of Governance - page 9
Evidence based decisions – The council makes informed decisions based on evidenced data analysis, research and the short and long term needs of the community	- Council Committee Decisions - Council Committee Minutes
Innovation and Adaptability – The council has a good track record of innovation and adapts well to changing circumstances	- Response to RAAC - Trauma Informed Island - Cartrefi Clyd - Small Group Homes - Home dialysis scheme - Business Units in Llangefni and Holyhead - Ynys Môn Community Programme National Award - Fostering Excellence Award

Identified Strengths	Examples of Supporting Evidence
	• Dwyran natural flood management national award • Anglesey Freeport • Holyhead Levelling Up Fund
Resource Allocation – The council has a strong history with managing its resources, both human and financial, to undertake its objectives	• Medium Term Financial Strategy and Budget
Compliance with Legal and Regulatory Standards – The council complies with relevant legislation, regulations and statutory duties and ensures accountability and transparency in its decision-making processes	• External Audit: Annual Audit Summary • Isle of Anglesey County Council Constitution • Local Code of Governance - page 7

Population of 68,900 (2021 Census)

76% are economically active

74% of working age people are in work

48

Average age of 48 years old

(Wales average 42 years old)

Financial Planning

How well are we doing?

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

The council have a strong grasp on Financial Planning and have a clear financial plan in place to achieve the council's vision in the short, medium and long term.

How do we know?

Identified Strengths	Examples of Supporting Evidence
Budget Management – The council has a strong budget management process in place that aligns with the strategic objectives and service priorities, whilst minimising the risk of overspending or underfunding.	• Medium Term Financial Strategy and Budget • Local Code of Governance – pages 20-22
Financial Stability – The council has healthy reserves and low debt levels relative to its income and demonstrates prudent financial management practices that ensure long-term sustainability	• Medium Term Financial Strategy and Budget • Statement of Accounts • Local Code of Governance – pages 20-22
Effective Resource Allocation – The council has an effective allocation of its financial resources to meet service demand and delivery requirements, whilst maximising its value for money	• Budget Book • Local Code of Governance – pages 14-16
Transparency and Accountability – The council has strong publicly available financial management reporting, including quarterly budget monitoring reports and annual statement of accounts.	• Statement of Accounts • Local Code of Governance – pages 23-24 • Budget Setting Process
Compliance with Financial Regulations – The council fully complies with relevant financial regulations, accounting standards and legal requirements including core funding and grant funding	• Annual Governance Statement • Local Code of Governance - page 7
Monitoring – The council has regular monitoring and oversight of financial performance, including quarterly budget reporting of the revenue, capital and HRA accounts, whilst ensuring that the risks are managed appropriately	• Quarterly Financial Monitoring Reports to the Executive

Identified Strengths	Examples of Supporting Evidence
Audit Assessments – The council have positive inspection reports from its auditors including Audit Wales and Internal Audit which provide independent validation of the financial management practices	• [Annual Report of the Governance and Audit Committee](#) • Internal Audit Annual Report • [External Audit: Annual Audit Summary](#)

£184m Council Budget

Reserves – £55m/36.7% useable reserves 22/23 (Wales 39.5%)

Average spend per resident 22/23 - £2982 (Wales £2863)

Workforce Planning

How well are we doing?

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

The council has a strong understanding of workforce planning and have the requirements in place for achieving its commitments, plans and objectives from a human resource perspective.

How do we know?

Identified Strengths	Examples of Supporting Evidence
Training and Development – The council provides many opportunities to undertake training, professional development and skill enhancement which enables employees to continually grow and adapt to changing job requirements and technological advancements	• Welsh language annual report • Local Code of Governance – pages 17-19 • Member Development and Training Programme
Workforce Planning – The council is committed to getting the right people, with the right skills, in the right place, at the right time whilst ensuring alignment with the councils' strategic objectives and service priorities. The council continuously develops and implements succession plans to identify and develop future leaders and key personnel ensuring continuity and sustainability	• Workforce Planning Strategy • People risk management strategy • Local Code of Governance – pages 17-19
Work Benefits – The council offers many benefits to staff including flexible working, hybrid working, wellbeing support and occupational health, work pension as well as many other policies designed to improve the work-life balance of its staff	• Flexible working • Cycle to work scheme • Manteision Mon
Performance Review – The council have a clear system for measuring employee performance, alignment with council strategies and strategic objectives, and career development through its annual development conversations with staff, annual workforce review and effective talent management	• Appraisal system • Corporate Safeguarding Annual Report • Local Code of Governance – pages 17-19

Identified Strengths	Examples of Supporting Evidence
Employee Engagement and Satisfaction – The council have many forms for employee engagement including staff surveys and other feedback mechanisms which ensures an effective communication and positive work environment for staff to thrive and high morale	• Staff Attendance • Staff Retention • Staff Survey • Members Briefing Sessions • Fforwm Môn • Y Ddolen • Chief Executive Update • Local Code of Governance – pages 17-19

9% Staff Turnover 23/24

94% Staff Retention 23/24

9.4 days absence per FTE 23/24

Tud 33 – Welsh language annual report 22/23 (23/24 not available at time of draft) - increase of 328% in attendance levels of Welsh medium courses (640 in 22/23, 195 in 21/22)

Tud 28 – Welsh language annual report 22/23 – Jobs advertised requiring Level 3+ in Welsh language requirements - 501 / 569 (88%)

Asset Management

How well are we doing?

Asset management is the systematic process of planning, acquiring, tracking, maintaining, upgrading, and disposing of assets in an efficient and cost-effective manner. The primary goal of asset management is to optimize the use and performance of assets while minimizing risks and costs throughout their lifecycle. Their use should also align with the council's objectives.

The council are doing well regarding Asset Management and have many plans in place to successfully deliver the councils objectives, however work is required on many assets that are in need of modernisation or disposal.

How do we know?

Identified Strengths	Examples of Supporting Evidence
Asset Inventory and Condition Assessment – The council has an accurate inventory of its assets, including infrastructure, facilities and equipment and regularly assess the condition to inform maintenance and renewal strategies	• Asset Management System in place • ICT Asset Management in place
Lifecycle Planning – The council ensures the proactive maintenance, renewal and replacement of assets which optimises performance and minimises lifecycle costs	• Asset Management Strategic Plan • Housing Services Asset Management Strategic Plan • Capital Strategy • Modernising Learning Communities and Developing the Welsh Language Strategy
Risk Management – The council conduct risk assessments for assets to identify and mitigate potential risks, such as health and safety, regulatory compliance and service disruptions	• Asset condition survey • Cyber Security / ICT Security
Asset Performance Monitoring – The council monitors asset performance, particularly energy usage and efforts to achieve net zero, and uses the data to assess the asset effectiveness, reliability and service delivery and make data driven decisions	• Asset Management System • Digital Strategic Plan • PowerBI Dashboard for Climate Change with indicators related to energy usage
Compliance with Standards and Regulation – The council ensures compliance with relevant asset management standards, regulations and best practices and demonstrates a commitment to quality, consistency and continuous improvement	• RAAC identification and response • Asset condition surveys • Local Code of Governance - page 7 • Health and Safety Policies

Number of all dwellings – 36,300

Highways roads in poor condition A – 2.7%, B – 2.3%, C – 7.5%

Over 4,000 social houses

No of Council owned vehicles – around 200

Procurement & Contract Management

How well are we doing?

Procurement management focuses on the initial acquisition of goods or services, while contract management concentrates on the ongoing management and compliance of those agreements once they are in place. Both processes are critical to acquire and manage the resources that the council needs to operate and achieve key objectives efficiently and effectively.

Overall, the council have a good understanding of procurement rules and procedures, and contract management arrangements are working well. There are however processes that are to be reviewed to align and meet the expectations within the new Procurement Act 2023 which comes into force in October 2024.

How do we know?

Identified Strengths	Examples of Supporting Evidence
Compliance with Regulations – The council have systems and processes in place to ensure compliance with all procurement standards and regulations, and all contracts are managed as such when due for renewal or when new	- Procurement Handbook - IT Procurement Policy - Data processing policy and agreement - Annual Governance Statement - STAR Procurement Review and Action Plan - Local Code of Governance - page 7
Transparency and Accountability – The council is transparent and accountable in its procurement and contract management, such as disclosing procurement decisions, contract terms, and performance outcomes to stakeholders, which promotes public trust and confidence in the council's procurement practices	- Contracts Management Strategy - Procurement training - Annual Governance Statement
Ethical Procurement – The council ensures that procurement decisions are made impartially and in the best interests of the council and the community by upholding ethical standards in procurement processes, including fairness, integrity, and avoidance of conflicts of interest	- Sustainable Procurement Policy - IT Procurement Policy - Safeguarding in procurement and contracting - Local Code of Governance - page 7
Performance Management – The council ensures that suppliers deliver goods and services in accordance with agreed-upon terms and standards by monitoring the performance of its suppliers and contractors based on agreed KPIs, Service Level Agreements and contract requirements	Annual Report of the Governance and Audit Committee

Identified Strengths	Examples of Supporting Evidence
Risk Management – The council conducts risk assessments and implements risk mitigation strategies in procurement and contract management processes which helps identify and address potential risks, such as supply chain disruptions, contract disputes, or non-compliance issues	• Annual Report of the Governance and Audit Committee

Total expenditure on procurement activities - £60m annually

No of contracts - 73

Highest Value Contracts -

1. Waste Management Service (£100m)

2. Highways Engineering (£37.5m)

3. School Meals Contract (£8m)

4. Energy Supplier (£3.4m)

5. Specialist Law Contract (£3m)

Risk & Audit Management

How well are we doing?

Risk Management deals with identifying and managing uncertainties that could impact on the councils' objectives in a positive or negative way. Internal Audit involves providing independent, objective assurance and consulting activities to add value and improve the council's operations. It helps the council to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. External audit and regulators scrutinise management and governance processes, ensure service quality and compliance with legal and regulatory standards. Together, they maintain council accountability and service effectiveness, and provide assurance that public funds are used responsibly.

The council regularly monitor and review the strategic risks and mitigating actions put in place to monitor them and it has an excellent relationship with regulators and auditors. Overall processes and procedures are strong and the culture of the organisation ensures that they are essential practices in day to day activities.

How do we know?

Identified Strengths	Examples of Supporting Evidence
Risk Identification – The council have robust processes in place to identify and assess risks across all areas of operations, including financial, operational, strategic, and compliance risks	• Risk Management Policy and Strategy • Risk management framework • Strategic Risk Register • Service Risk Register • Project Risk Register • Local Code of Governance - pages 12-24
Risk Mitigation – The council demonstrates proactive risk management practices aimed at minimizing the likelihood and impact of adverse events by developing and implementing effective risk mitigation strategies and controls to address them	• Risk Management Policy and Strategy • Risk management framework • Strategic Risk Register • Service Risk Register • Project Risk Register • Local Code of Governance - pages 12-24
Internal Audit Function – The Council has an independent and objective internal team that provides assurance and advice to all levels of management and elected and lay members on the quality of operations within the Council and is one of the key elements of the Council's governance framework. Its mission is to enhance and protect	• Internal Audit Strategy • Internal Audit Charter • Internal Audit Updates

Identified Strengths	Examples of Supporting Evidence
organisational value by providing risk-based and objective assurance, advice and insight.	• Annual Report of the Governance and Audit Committee • Local Code of Governance - pages 20-24
Training and Awareness – The council provides training and awareness sessions on risk management and internal controls to relevant staff and stakeholders which ensures a shared understanding of risk management principles and promotes a culture of risk awareness and accountability across the organization	• Annual Governance Statement • Local Code of Governance – pages 17-19
External Audit and Regulators – The council fully supports and is transparent with its external auditors and regulators on all aspects of council business including finance, education, social services, and other corporate activities which in turn provides independent validation of its internal controls and practices	• National Reviews and their related recommendations • Audit Wales Annual Audit Summary • Estyn Reports • Care Inspectorate Wales Reports

84% of Audits completed within six months.

82% of Red / Amber risks in the Strategic Risk Register audited over a rolling 24-month period.

14 Strategic Risks – 13 with inherent red risks, 7 with residual red risks

Performance Management

How well are we doing?

Performance Management is a process in which the council and its staff work together to plan, monitor and review our corporate priorities through strategic objectives, service objectives and individual objectives, within allocated resources in order to ensure continuous improvement.

The council has a strong appetite for continuous improvement and is transparent when reviewing its key performance indicators, annual activities and monitoring arrangements.

How do we know?

Identified Strengths	Examples of Supporting Evidence
Clear Objectives and Key Performance Indicators – The council has clearly defined objectives and measurable KPIs that align with its strategic priorities and service delivery goals	• Council Plan • Annual Delivery Document • Corporate Scorecard • Local Code of Governance - pages 14-16, 20-22
Data Collection and Analysis – The council is committed to evidence-based decision making by the regular monitoring of data, analysing data and identifying trends from the data to make informed decisions	• Quarterly Scorecard Monitoring • Service Performance Indicators • PowerBI Dashboards • Local Code of Governance - page 9
Regular Monitoring and Reporting – The council ensures accountability and transparency in performance management by regular monitoring of performance against established KPIs and the quarterly reporting of performance to elected members and senior leadership, officers, and the public	• Annual Performance Report • Annual Governance Statement • Annual Directors Report on the effectiveness of Social Services • Anglesey and Gwynedd Public Services Board Annual Report • Quarterly Scorecard Monitoring • Survey of tenants and residents (STAR) survey results
Continuous Improvement Culture – The council has a culture of continuous improvement in performance management practices, through regular reviews and evaluations which enables the council to adapt to changing circumstances, identify emerging trends and drive ongoing improvement in service delivery	• Quarterly Scorecard Monitoring • Local Code of Governance - pages 14-16, 20-22

Identified Strengths	Examples of Supporting Evidence
Benchmarking and Comparison – The council compares performance with other councils whenever possible to ensure that the performance is in line with expectations and identify areas for improvement	• Stats Wales • Data Cymru • Benchmarking Clubs (data not published)

95% of indicators were green or yellow against target

Yr on Yr trend – 22/41 comparable indicators (54%) demonstrated a year on year improvement or maintained performance

- 71 Empty homes brought back to use during 23/24
- 97.2% of households successfully prevented from becoming homeless
- 99.14% of referrals that required a decision was made within 1 working day
- 96% of planning applications were determined in time

What and how can we do better?

Below are all of the areas identified as opportunities for improvement and monitoring throughout 2024/25.

Improvement matters identified	Actions identified to address weaknesses	Lead Officer / Service / Board	By When
1. The Council needs to review and revise the Corporate Scorecard provision following the adoption of the new Council Plan 2023-2028	• Review and revise the corporate scorecard provision to identify relevant and prioritised indicators to be tracked and managed through the life-course of the current administration	Transformation	September 2024
2. The council need to continue modernising its digital and data infrastructure	• Digital strategic plan • Complete a data maturity assessment to review of our data infrastructure, skills and capacity • Implement a new telephony system	Transformation	March 2025
3. The council must ensure that it meets the requirements of the new Procurement Act 2023	• Implement agreed actions from the Procurement Improvement Plan • Publish a Procurement Strategic Plan	Resources	April 2026
4. The financial resilience of the council is under pressure due to the cost of living crisis and a decrease in funding	• Maximise the grants available to the council • Monitor and review the Medium Term Financial Plan (MTFP) • Identify savings for 2025/26 onwards • Review and streamline processes to improve efficiency and effectiveness of services and reduce the impact of reduced funding	Resources	March 2025

Improvement matters identified	Actions identified to address weaknesses	Lead Officer / Service / Board	By When
5. The council needs to manage and rationalise assets to ensure that they are needed, are fit for purpose and if not identify the work required to bring them up to standards.	• Publish and implement a new Asset Management Strategic Plan 2024-2029 • Review and publish a new small holding asset management strategy • Undertake rationalisation of council assets • Responding to and managing RAAC within council assets	Highways, Waste & Property	March 2025
6. The council need to respond to identified workforce planning challenges including its age profile in some services and recruitment and retention problems in others	• Review, revise and implement a recruitment drive for the Provider Unit • Implement the people risk management strategy • Modernise the recruitment website and • Increase the retention of staff in areas that see higher turnover and specifically in roles that are specialists and can't easily be recruited	Transformation	March 2025

The Council's Service Position Statement – 2024

Please note below the response of each service against the categories of evidence for 2024

Evidence Categories	Adults	Children	Council Business	Regulation & Econ Dev	Highways, Waste & Property	Housing	Learning	Resources	Transformation	Overall Council (Average)
Service Planning	Exceeds	Exceeds	Exceeds	Outstanding	Meets	Exceeds	Outstanding	Meets	Meets	Exceeds
Financial Planning	Meets	Meets	Meets	Outstanding	Exceeds	Meets	Exceeds	Exceeds	Exceeds	Exceeds
Workforce Planning	Meets	Exceeds	Meets	Exceeds	Exceeds	Exceeds	Exceeds	Meets	Outstanding	Exceeds
Asset Management	Meets	Meets	Meets	Meets	Meets	Exceeds	Meets	Meets	Meets	Meets
Procurement and Contract Management	Meets	Meets	Meets	Exceeds	Meets	Meets	Exceeds	Meets	Meets	Meets
Risk and Audit Management	Exceeds	Meets	Meets	Meets	Exceeds	Meets	Meets	Meets	Exceeds	Meets
Performance Management	Exceeds	Meets	Exceeds	Exceeds	Exceeds	Meets	Exceeds	Meets	Exceeds	Exceeds