

| ISLE OF ANGLESEY COUNTY COUNCIL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                |
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| <b>Report to</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Governance and Audit Committee                                                                                                                                 |
| <b>Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 30 September 2025                                                                                                                                              |
| <b>Subject</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Draft Self-assessment report 2024/25                                                                                                                           |
| <b>Head of Service</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Carys Edwards<br>Head of Profession HR and Transformation<br><a href="mailto:CarysEdwards@anglesey.gov.wales">CarysEdwards@anglesey.gov.wales</a>              |
| <b>Report Author</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Gwyndaf Parry<br>Corporate Planning, Performance and Programme Manager<br><a href="mailto:GwyndafParry@anglesey.gov.wales">GwyndafParry@anglesey.gov.wales</a> |
| <b>Nature and Reason for Reporting</b> <p>The Local Government and Elections (Wales) Act 2021 requires the Council to make a draft of its self-assessment report available to its Governance and Audit Committee. The Committee must review the draft report and may make recommendations for changes to the conclusions or action the Council intends to take. If the Council does not make a change recommended by the Governance and Audit Committee, it must set out in the final self-assessment report the recommendation and the reasons why the Council did not make the change.</p> <p>The Governance and Audit Committee's Terms of Reference also require it to receive and comment upon the Council's draft annual self-assessment report (3.4.8.15.1/2/3/4). The Committee is required to review the report and, if applicable, make recommendations for changes to the conclusions or actions the Council, is or will be taking to meet its performance objectives. This report asks that the Committee is assured that the draft self-assessment provides an accurate reflection of how the Council is performing towards achieving its strategic objectives as set out in the Council Plan 2023 to 2028.</p> |                                                                                                                                                                |

## 1.0 INTRODUCTION

- 1.1 This report reflects the Isle of Anglesey County Council's fourth self-assessment as expected under the Local Government and Elections (Wales) Act 2021.
- 1.2 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.

## 2.0 RECOMMENDATION

2.1 That the Governance and Audit Committee:

- reviews the draft self-assessment report and, if applicable, makes recommendations for changes to the conclusions or action the Council intends to take to meet its performance requirements;
- if the Committee concludes that no changes are needed, the report should be endorsed and recommended to the Executive to this effect.



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

# Draft Self-Assessment Report 2024/25

**Prepared by** – Transformation Service

**Publication date** – September 2025

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.

## The Council's Well-being Objectives

The Council's strategic objectives outlined in the council plan, have been produced to support the Council's duty to meet the well-being objectives for the benefit of current and future generations. The Council's Well-being Objectives are:

1. The people of Anglesey are educated to reach and fulfil their long-term potential
2. The people of Anglesey are safe, healthy and as independent as possible
3. The people of Anglesey and its communities enjoy, protect and enhance their built and natural environment for future generations

The table below shows how the well-being objectives align with the Welsh Government's national well-being objectives and the Council's strategic objectives:

| The Council's Well-being Objectives                                                                                                                             | Council Plan Objectives                                                   | Prosperous | Resilient | Healthier | More Equal | Cohesive Communities | Vibrant Culture & Thriving Welsh Language | Globally Responsive |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|------------|-----------|-----------|------------|----------------------|-------------------------------------------|---------------------|
| <b>Wellbeing Objective 1</b> - The people of Anglesey are educated to reach and fulfil their long-term potential                                                | Welsh Language, Social Care and Wellbeing, Education, Housing and Economy | ✓          | ✓         | ✓         | ✓          | ✓                    | ✓                                         | ✓                   |
| <b>Wellbeing Objective 2</b> - The people of Anglesey are safe, healthy and as independent as possible                                                          | Social Care and Wellbeing, Education and Housing                          |            | ✓         | ✓         | ✓          | ✓                    | ✓                                         |                     |
| <b>Wellbeing Objective 3</b> - The people of Anglesey and its communities enjoy, protect and enhance their built and natural environment for future generations | Welsh Language, Economy, Climate Change                                   | ✓          | ✓         | ✓         | ✓          | ✓                    | ✓                                         | ✓                   |

## 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.

## 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 2024 we reviewed our approach to self-assessment and made a few adjustments to further streamline and strengthen the process. We worked collaboratively with Services across the council to adjust the template to focus on four key areas, which are in line with applying the Wellbeing of Future Generations Act. These four areas are:



Service Planning and performance



Workforce Planning



Financial Planning



Governance; Procurement & Contract Management  
and Risk & Audit Management

We also allowed more time for Services to start the evidence gathering stage. We also moved the service challenge meetings, known as Service Reviews, from January to between March and May to ensure that a whole financial year's data was available to be used. We believe 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 2024/25.

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 an

updated criteria listed below and were thereafter challenged as to their findings by a group of officers and elected members in the Service Reviews:

| Performance Rating   | Description                                                                                                                                        |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Outstanding          | Performance that consistently delivers excellent results and demonstrates exceptional contribution towards achieving Council strategic objectives. |
| Exceeds Expectations | Effective Service who are already doing well, delivering superior results beyond what was expected.                                                |
| Meets Expectations   | Performance that meets established standards and fulfils statutory and non -statutory obligations and knows the areas needed to improve.           |
| Needs Improvement    | Performance that falls below expected standards and requires corrective action by the Service.                                                     |

Individual Services were asked to identify areas for improvement that they needed to focus on to 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.

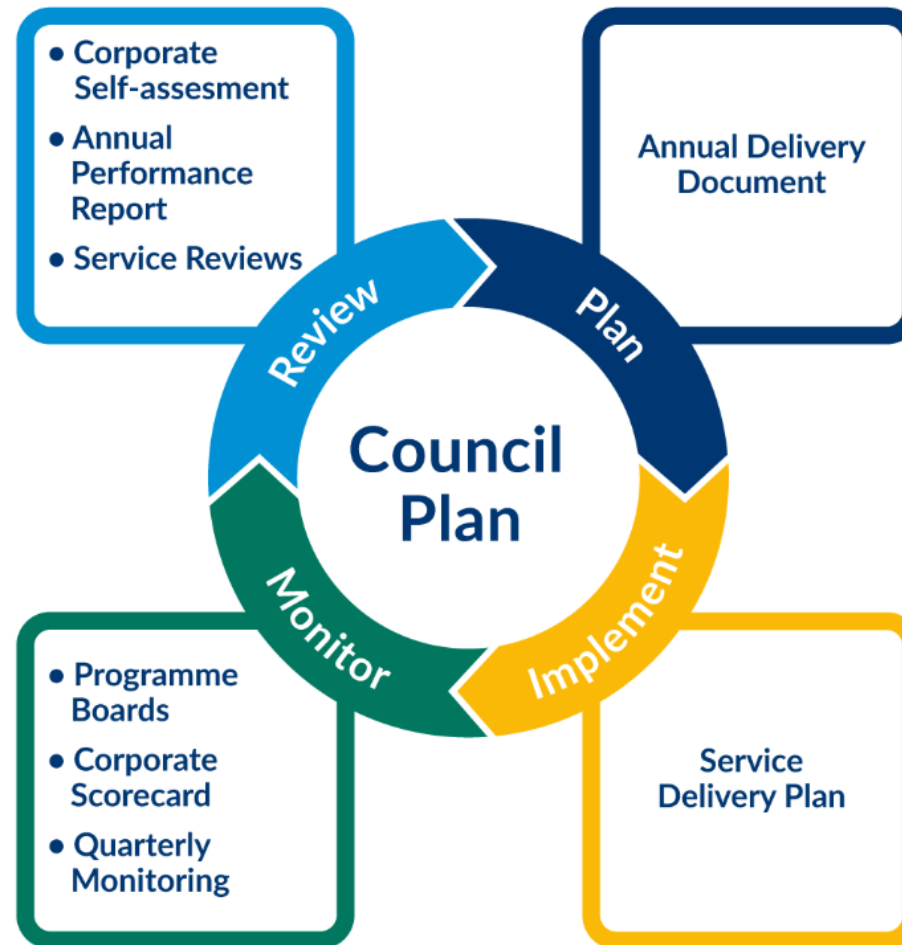
Individual service areas for improvement are monitored as part of the Service Review process.

This self-assessment summarises the conclusion of the work for 2024/25 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?



The Self-assessment forms an essential part of our performance management arrangements as can be seen in the diagram below –



For more details on how we monitor and assess performance, please visit  
<https://www.anglesey.gov.wales/en/Council/Performance/Council-Plan/Performance-management.aspx>

# Service Planning and Performance Management

Exceeds Expectations



## How well are we doing?

Service planning is an essential tool for performance management. It sets out what services will deliver, provides a clear roadmap for achieving the objectives of the Council Plan, and ensures accountability for outcomes. Performance management then brings this into practice by enabling the council and its staff to plan, monitor and review priorities through strategic, service and individual objectives, ensuring that resources are used effectively to drive continuous improvement.

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. 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Clear Objectives and Key Performance Indicators</b> – The council has a clear vision in place with measurable objectives for service delivery which is aligned to the community needs and legislative requirements. The council has clearly defined and measurable whole council KPIs that align with its strategic priorities and service delivery goals.                                                                               | <ul style="list-style-type: none"><li>• <a href="#">Council Plan</a></li><li>• <a href="#">Annual Delivery Document</a></li><li>• Council Values</li><li>• <a href="#">Supporting strategies and plans</a></li><li>• <a href="#">Modernising Learning Communities and Developing the Welsh Language Strategy</a></li><li>• <a href="#">Local Code of Governance – pages 12-16, 20-22</a></li><li>• <a href="#">Corporate Scorecard</a></li></ul>                                                      |
| <b>Data Collection, Analysis and Benchmarking</b> – The council is committed to becoming a data informed council, making evidence-based decisions by the regular monitoring of data, analysing data and identifying trends from the data to make informed decisions. The council compares performance with other councils whenever possible to ensure that the performance is in line with expectations and identify areas for improvement. | <ul style="list-style-type: none"><li>• <a href="#">Quarterly Scorecard Monitoring</a></li><li>• Service Performance Indicators</li><li>• PowerBI Dashboards; net zero, tackling poverty, customer experience.</li><li>• <a href="#">Stats Wales</a></li><li>• <a href="#">Data Cymru</a></li><li>• Data Cymru - Benchmarking Clubs (data is not available to the public)</li><li>• <a href="#">Local Code of Governance - page 9</a></li><li>• <a href="#">Council Committee Decisions</a></li></ul> |

| Identified Strengths                                                                                                                                                                                                                                                                                                                     | Examples of Supporting Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Regular Monitoring and Reporting</b> – The council ensures accountability and transparency in performance management by regular monitoring of performance against established KPIs and the quarterly reporting of performance through our annual delivery document to elected members and senior leadership, officers, and the public | <ul style="list-style-type: none"> <li>• <a href="#">Council Committee Minutes</a></li> <li>• <a href="#">Annual Performance Report</a></li> <li>• <a href="#">Annual Governance Statement</a></li> <li>• <a href="#">Annual Directors Report on the effectiveness of Social Services</a></li> <li>• <a href="#">Anglesey and Gwynedd Public Services Board Annual Report</a></li> <li>• <a href="#">Quarterly Scorecard Monitoring</a></li> <li>• <a href="#">Survey of tenants and residents (STAR) survey results</a></li> </ul> |
| <b>Stakeholder Engagement</b> – The council is in continuous engagement with Anglesey residents, businesses, partners and staff, to gather feedback on service delivery and performance, ensuring services meet the needs of the community                                                                                               | <ul style="list-style-type: none"> <li>• <a href="#">Public Consultations</a></li> <li>• <a href="#">Survey of tenants and residents (STAR) survey results</a></li> <li>• <a href="#">Local Code of Governance - page 9</a></li> <li>• <a href="#">National Resident Survey</a></li> <li>• <a href="#">Staff Survey</a></li> </ul>                                                                                                                                                                                                  |
| <b>Innovation and Adaptability</b> – The council has a good track record of innovation and adapts well to changing circumstances                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• <a href="#">Solar car port in council carparks</a></li> <li>• <a href="#">Net Zero Ysgol y Graig 'Graig Fach' Unit</a></li> <li>• <a href="#">Freeport</a></li> <li>• <a href="#">Holyhead Regeneration Programme - Holyhead seafront kiosks</a></li> <li>• <a href="#">Dementia Friendly Communities Scheme</a></li> <li>• <a href="#">Môn Actif Swim Safe</a></li> <li>• <a href="#">Anglesey home dialysis scheme</a></li> </ul>                                                        |
| <b>Compliance with Legal and Regulatory Standards</b> – The council complies with relevant legislation, regulations and statutory duties and ensures accountability and transparency in its decision-making processes                                                                                                                    | <ul style="list-style-type: none"> <li>• <a href="#">External Audit: Annual Audit Summary</a></li> <li>• <a href="#">Isle of Anglesey County Council Constitution</a></li> <li>• <a href="#">Local Code of Governance - page 7</a></li> </ul>                                                                                                                                                                                                                                                                                       |
| <b>Continuous Improvement Culture</b> – 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                        | <ul style="list-style-type: none"> <li>• <a href="#">Quarterly Scorecard Monitoring</a></li> <li>• <a href="#">Local Code of Governance - pages 14-16, 20-22</a></li> </ul>                                                                                                                                                                                                                                                                                                                                                         |

# Financial Planning

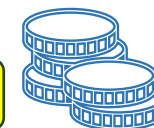
## How well are we doing?

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.

## How do we know?

Exceeds Expectations



| Identified Strengths                                                                                                                                                                                                                                                                                | Examples of Supporting Evidence                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Budget Management</b> – 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.                                                                                | <ul style="list-style-type: none"> <li>• <a href="#">Medium Term Financial Strategy and Budget</a></li> <li>• <a href="#">Local Code of Governance – pages 20-22</a></li> </ul>                                                  |
| <b>Financial Stability</b> – The council has healthy reserves and low debt levels relative to its income and demonstrates prudent financial management practices that ensure long-term sustainability                                                                                               | <ul style="list-style-type: none"> <li>• <a href="#">Medium Term Financial Strategy and Budget</a></li> <li>• <a href="#">Statement of Accounts</a></li> <li>• <a href="#">Local Code of Governance – pages 20-22</a></li> </ul> |
| <b>Effective Resource Allocation</b> – The council has an effective allocation of its financial resources to meet service demand and delivery requirements, whilst maximising its value for money. The council has good arrangements to respond to financial challenges in the short to medium term | <ul style="list-style-type: none"> <li>• <a href="#">Budget Book</a></li> <li>• <a href="#">Local Code of Governance – pages 14-16</a></li> <li>• <a href="#">Medium Term Financial Strategy and Budget</a></li> </ul>           |
| <b>Transparency and Accountability</b> – The council has strong publicly available financial management reporting, including quarterly budget monitoring reports and annual statement of accounts.                                                                                                  | <ul style="list-style-type: none"> <li>• <a href="#">Statement of Accounts</a></li> <li>• <a href="#">Local Code of Governance – pages 23-24</a></li> <li>• <a href="#">Budget Setting Process</a></li> </ul>                    |
| <b>Compliance with Financial Regulations</b> – The council fully complies with relevant financial regulations, accounting standards and legal requirements including core funding and grant funding                                                                                                 | <ul style="list-style-type: none"> <li>• <a href="#">Annual Governance Statement</a></li> <li>• <a href="#">Local Code of Governance – page 7</a></li> </ul>                                                                     |
| <b>Monitoring</b> – 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                                                              | <ul style="list-style-type: none"> <li>• Quarterly Financial Monitoring Reports to the Executive</li> </ul>                                                                                                                      |

| Identified Strengths                                                                                                                                                                                          | Examples of Supporting Evidence                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Audit Assessments</b> – The council have positive inspection reports from its auditors including Audit Wales and Internal Audit which provide independent validation of the financial management practices | <ul style="list-style-type: none"> <li>• <a href="#">Annual Report of the Governance and Audit Committee</a></li> <li>• <a href="#">Internal Audit Annual Report</a></li> <li>• <a href="#">External Audit: Annual Audit Summary</a></li> </ul> |

# 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. The council is aware of the posts that are more challenging to recruit and have plans in place to maximise recruitment opportunities.

## How do we know?

Exceeds Expectations



| Identified Strengths                                                                                                                                                                                                                                                                                                                                                                                       | Examples of Supporting Evidence                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Training and Development</b> – 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                                                                                                                                          | <ul style="list-style-type: none"> <li>• <a href="#">Welsh language annual report</a></li> <li>• <a href="#">Local Code of Governance – pages 17-19</a></li> <li>• <a href="#">Member Development and Training Programme</a></li> <li>• Academi Môn</li> <li>• Short courses for Staff</li> </ul> |
| <b>Workforce Planning</b> – 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 | <ul style="list-style-type: none"> <li>• <a href="#">Workforce Planning Strategy</a></li> <li>• Strategic People Plan 2025</li> <li>• <a href="#">Local Code of Governance – pages 17-19</a></li> </ul>                                                                                           |
| <b>Work Benefits</b> – 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                                                                                                                                                 | <ul style="list-style-type: none"> <li>• <a href="#">Flexible working (Hybrid / Flexible working options / flexible retirement)</a></li> <li>• Cycle to work scheme</li> <li>• Manteision Môn</li> </ul>                                                                                          |
| <b>Performance Review</b> – 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                                                                                                        | <ul style="list-style-type: none"> <li>• <a href="#">Appraisal system</a></li> <li>• <a href="#">Corporate Safeguarding Annual Report</a></li> <li>• <a href="#">Local Code of Governance – pages 17-19</a></li> </ul>                                                                            |

| Identified Strengths                                                                                                                                                                                                                                                      | Examples of Supporting Evidence                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Employee Engagement and Satisfaction</b> – 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</p> | <ul style="list-style-type: none"> <li>• Staff Attendance</li> <li>• Staff Retention</li> <li>• Staff Survey</li> <li>• Members Briefing Sessions</li> <li>• Fforwm Môn</li> <li>• Y Ddolen</li> <li>• Chief Executive Update</li> <li>• <a href="#">Local Code of Governance – pages 17-19</a></li> </ul> |



Exceeds Expectations

## Governance; Risk, Audit, Procurement & Contract 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. 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.

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. The council have a good understanding of procurement rules and procedures, and contract management arrangements are working well. 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                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Risk Identification</b> – The council have robust processes in place to identify and assess risks across all areas of operations, including financial, operational, strategic, and compliance risks                                                 | <ul style="list-style-type: none"><li>• <a href="#">Risk Management Policy and Strategy</a></li><li>• <a href="#">Risk management framework</a></li><li>• Strategic Risk Register</li><li>• Service Risk Register</li><li>• Project Risk Register</li><li>• <a href="#">Local Code of Governance - pages 12-24</a></li></ul> |
| <b>Risk Mitigation</b> – 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 | <ul style="list-style-type: none"><li>• <a href="#">Risk Management Policy and Strategy</a></li><li>• <a href="#">Risk management framework</a></li><li>• Strategic Risk Register</li><li>• Service Risk Register</li><li>• Project Risk Register</li><li>• <a href="#">Local Code of Governance - pages 12-24</a></li></ul> |



| Identified Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Examples of Supporting Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Internal Audit Function</b> – 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 organisational value by providing risk-based and objective assurance, advice and insight.</p>                                                                                          | <ul style="list-style-type: none"> <li>• <a href="#">Internal Audit Strategy</a></li> <li>• <a href="#">Internal Audit Charter</a></li> <li>• <a href="#">Internal Audit Updates</a></li> <li>• <a href="#">Annual Report of the Governance and Audit Committee</a></li> <li>• <a href="#">Local Code of Governance - pages 20-24</a></li> <li>• <a href="#">Internal Audit Annual Report</a></li> </ul>                                                                                          |
| <p><b>External Audit and Regulators</b> – 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</p>                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• <a href="#">External Audit – Monitoring Report</a></li> <li>• <a href="#">External Audit: Annual Audit Summary</a></li> <li>• <a href="#">Estyn Reports</a></li> <li>• <a href="#">Care Inspectorate Wales Reports</a></li> </ul>                                                                                                                                                                                                                        |
| <p><b>Compliance with Regulations and Ethical Procurement</b> – 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 newly established. 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</p> | <ul style="list-style-type: none"> <li>• <a href="#">Procurement Handbook</a></li> <li>• <a href="#">IT Procurement Policy</a></li> <li>• <a href="#">Data processing policy and agreement</a></li> <li>• <a href="#">Annual Governance Statement</a></li> <li>• STAR Procurement Review and Action Plan</li> <li>• Safeguarding in procurement and contracting</li> <li>• <a href="#">Sustainable Procurement Policy</a></li> <li>• <a href="#">Local Code of Governance - page 7</a></li> </ul> |
| <p><b>Contract Management and Performance Monitoring</b> – The council have robust contract management practices to monitor supplier performance against agreed terms, service level agreements (SLAs), and KPIs, ensuring contracts deliver quality outcomes and are properly managed throughout their lifecycle</p>                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• <a href="#">Contracts Management Strategy</a></li> <li>• <a href="#">Annual Report of the Governance and Audit Committee</a></li> </ul>                                                                                                                                                                                                                                                                                                                  |

## What and how can we do better?

Below are all of the areas identified as opportunities for improvement and monitoring throughout 2025/26.

| Improvement matters identified                                                                                          | Actions identified to address weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                   | Lead Officer / Service / Board | By When    |
|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------|
| 1. The council need to continue modernising its digital and data infrastructure                                         | <ul style="list-style-type: none"> <li>• Develop a Data Strategic Plan with the aim of continuing our journey to becoming a data informed Council</li> <li>• Continue to progress the 4 key priorities of the <a href="#">Digital Strategic Plan</a></li> <li>• Develop the Chatbot interface to provide an improved customer experience</li> <li>• Review customer contact centres way of working and consider recommendations to improve customer experience.</li> </ul> | Transformation                 | March 2026 |
| 2. The council must ensure that it meets the requirements of the new Procurement Act 2023                               | <ul style="list-style-type: none"> <li>• Implement agreed outstanding actions from the Procurement Improvement Plan</li> </ul>                                                                                                                                                                                                                                                                                                                                             | Resources                      | March 2026 |
| 3. The financial resilience of the council is under pressure due to the cost of living crisis and a decrease in funding | <ul style="list-style-type: none"> <li>• Maximise the grants available to the council</li> <li>• Monitor and review the Medium Term Financial Plan (MTFP)</li> <li>• Identify savings for 2026/27 onwards</li> <li>• Review and streamline processes to improve efficiency and effectiveness of services and reduce the impact of reduced funding</li> </ul>                                                                                                               | Resources                      | March 2026 |

| Improvement matters identified                                                                                                                                                 | Actions identified to address weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Lead Officer / Service / Board | By When    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------|
| 4. 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. | <ul style="list-style-type: none"> <li>Review and publish a new small holding asset management strategic plan</li> <li>Continue to implement the new Computer Aided Facilities Management System</li> <li>Undertake rationalisation of council assets in line with Asset Management Strategic Plan 2024-29</li> </ul>                                                                                                                                                                                                                    | Highways, Waste & Property     | March 2026 |
| 5. The council need to respond to identified workforce planning challenges including its age profile in some services and recruitment and retention problems in others         | <ul style="list-style-type: none"> <li>Review, revise and implement a recruitment drive for Council Business and the Provider Unit</li> <li>Services to reflect and work with HR on making every effort to 'grow your own' staff through training and development opportunities that enhance recruitment and retention</li> <li>Dyfodol Môn graduate scheme – continue with the programme in 25/26 - creating dynamic opportunities for ambitious graduates to develop specialist skills and start a career with the council.</li> </ul> | Transformation/ All Services   | March 2026 |

## The Council's Service Output Position Statement – 2025

Please note below the response of each service against the categories of evidence for 2025

| Service                           | Service planning and performance | Financial planning | Workforce planning | Governance; procurement & contract management and Risk & Audit |
|-----------------------------------|----------------------------------|--------------------|--------------------|----------------------------------------------------------------|
| Adult Services                    | Outstanding                      | Exceeds            | Exceeds            | Meets                                                          |
| Children & Families Service       | Outstanding                      | Exceeds            | Exceeds            | Exceeds                                                        |
| Council Business                  | Meets                            | Needs Improvement  | Meets              | Meets                                                          |
| Highways, Waste & Property        | Meets                            | Exceeds            | Exceeds            | Meets                                                          |
| Housing                           | Exceeds                          | Exceeds            | Exceeds            | Meets                                                          |
| Learning                          | Exceeds                          | Outstanding        | Exceeds            | Exceeds                                                        |
| Regulation & Economic Development | Exceeds                          | Outstanding        | Exceeds            | Exceeds                                                        |
| Resources                         | Exceeds                          | Outstanding        | Meets              | Exceeds                                                        |
| Transformation                    | Exceeds                          | Exceeds            | Outstanding        | Exceeds                                                        |
| Overall Output                    | Exceeds                          | Exceeds            | Exceeds            | Exceeds                                                        |

## Progress against identified improvement matters from previous self-assessment

The table outlines the improvement actions identified last year and an update on progress can be found below

| Improvement matters identified                                                                                                       | Lead Officer / Service / Board | Update on progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. The Council needs to review and revise the Corporate Scorecard provision following the adoption of the new Council Plan 2023-2028 | Transformation                 | A new Corporate Scorecard was designed and reported to the Executive and Corporate Scrutiny Committees on a quarterly basis.                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2. The Council needs to continue modernising its digital and data infrastructure                                                     | Transformation                 | <p>The <a href="#">Digital Strategic Plan</a> is now in place which aims to provide a clear direction and vision for corporate IT based upon the Council's general principles and priority areas for ICT service delivery.</p> <p>The council successfully implemented a new telephony system for the majority of offices and sites.</p> <p>A data maturity assessment was completed during the year and the working group are working on the next steps to improve on its data use including a new data strategy.</p>                                 |
| 3. The Council must ensure that it meets the requirements of the new Procurement Act 2023                                            | Resources                      | <p>The Procurement Strategic Plan and revised Contract Procedure Rules were approved by the Executive in December 2024. The Procurement Act 2023 was brought into force in February 2025.</p> <p>A successful training programme was carried out at the start of the year, where over 100 of our staff received the training on the new procurement act which was delivered internally. A procurement handbook and templates are also in place.</p> <p>A Procurement Manager is now in post on an interim basis due to difficulties in recruiting.</p> |

| Improvement matters identified                                                                                                 | Lead Officer / Service / Board | Update on progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <p>4. The financial resilience of the Council is under pressure due to the cost of living crisis and a decrease in funding</p> | <p>Resources</p>               | <p>The Council secured £47.748m of capital grants in 2024/25, which is equivalent to 61% of the total capital funding in 2024/25.</p> <p>MTFP for the period 2025/26 to 2027/28 was approved by the Executive in September 2024, with the period of the plan being increased from 2 to 3 years.</p> <p>Service budget savings were put forward for consultation during the budget setting process in early 2025. Savings that were identified and not implemented in 2025/26 will potentially be put forward to the Executive as part of the 2026/27 budget process.</p> <p>Work is ongoing across all services to identify areas where processes can be streamlined in order to reduce costs. A cost of change reserve has been set up to fund any expenditure required to implement changes. Examples of funding provided to date include:</p> <ol style="list-style-type: none"> <li>1. Maritime Income – Fund the purchase and implementation of Chip and Pin machines which allows visitors to pay for services by card at beach locations</li> <li>2. Transport Review – to fund the cost of an external review of the Council’s transport provision across all services, with the aim of identifying changes that provides a more coordinated service at a lower cost</li> <li>3. Citizens Access Portal – the aim of the system is to allow Council Taxpayers, Housing Benefit claimants and landlords access to their accounts so that they can receive information about their account and update the Council on changes electronically</li> </ol> |

| Improvement matters identified                                                                                                                                                        | Lead Officer / Service / Board        | Update on progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <p>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.</p> | <p>Highways, Waste &amp; Property</p> | <p>All mitigating actions to manage RAAC within council buildings were actioned during the year.</p> <p>The Asset Management Strategic Plan 2024-2029 was published during the year.</p> <p>A new Computer Aided Facilities Management System was adopted in Summer 2024 with the aim for it to be used to manage all council assets, maintenance and build projects.</p> <p>Work is underway to develop a new small holding asset management strategy with plans in place to complete the work during 2025/26.</p>                                                                                                                                                                                                                                                                                 |
| <p>6. The Council needs to respond to identified workforce planning challenges including its age profile in some services and recruitment and retention problems in others</p>        | <p>Transformation</p>                 | <p>The council continue to undertake a recruitment initiative for the Provider Unit. During 2024/25 the Denu Talent scheme only focussed on Adult Services, specifically to try and recruit to difficult to fill posts. Five young people successfully undertook a placement over 10 weeks, with two being recruited to permanent posts following the scheme.</p> <p>The Corporate People Risk Management Strategy was reviewed and republished during the year.</p> <p>New dedicated Careers pages were published on the Council Website (<a href="#">Jobs and Careers</a>).</p> <p>There continues to be a drive to increase retention of staff in areas that see higher turnover. Staff turnover for 2024/25 was 8% compared to 9% the previous year, and staff retention was 93% for 24/25.</p> |