

## 2024/25 Performance Self-Assessment – Corporate Overview

### Our Approach

Under the Local Government and Elections (Wales) Act 2021 we have a duty keep under review the extent to which we are fulfilling the below 'performance requirements':

- The extent to which we are exercising our functions effectively;
- The extent to which we are using resources economically, efficiently and effectively; and
- Ensuring our governance is effective for securing the above.

Based on these requirements our self-assessment is set out in three parts, each includes a mixture of quantitative and qualitative elements. This ensures that we gather comparable numerical information through the scored elements which is then balanced through the more detailed evidence gathered through the qualitative elements.

The Council's well-being objectives and the duties placed upon us through the Well-being of Future Generations (Wales) Act (WBFGA) form the foundation of everything that we do as an organisation.

**Part 1** of our self-assessment therefore focusses on the sustainable development principle demonstrated through the five ways of working. We must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Divisions were asked to assess how well they were applying the sustainable development principle on a 1-5 rating basis. 1 being not at all and 5 being very well.

**Part 2** focusses on the degree to which we are using our resources economically, efficiently and effectively which is placed in the context of the seven corporate areas of note identified within the Acts.

Detailed scoring matrices have also been included for workforce planning and digital maturity. It isn't a direct requirement that we focus on these elements, but the self-assessment process provides the opportune time to gather this intelligence at a granular level for the entire organisation.

**Part 3** focusses on governance arrangements and the degree to which these arrangements are effective for securing the two requirements covered in parts 1 and 2. The principles scored against are consistent with those identified within the Chartered Institute of Public Finance and Accountancy (CIPFA) Local Authority of good governance.

Each of the Council's service divisions have undertaken their own self-assessment and these have been correlated by department to prepare departmental overviews which in turn have been used to prepare this corporate overview.

An overarching judgement is made on the three performance requirements. The table below indicates the matrix developed to measure our performance and effectiveness.

Descriptor	Score
<b>Very well/Very effective</b> – We are fully meeting requirements and exceeding requirements in some or all respects	5
<b>Well/Effective</b> – We are meeting our requirements but there are opportunities for further improvement	4
<b>Moderately Well/Moderately effective</b> – We are meeting our requirements but there are minor weaknesses which require improvement.	3
<b>Not very well/Not very effectively</b> – We are meeting requirements only to a limited extent as there are significant weaknesses.	2
<b>Not at all/Not effective at all</b> – We are not meeting requirements and there are very significant weaknesses, substantial intervention is required for improvement.	1

## Corporate Overview

The Council's service areas collaborate and integrate to deliver our Corporate Strategy, and we monitor the actions and measures set. Progress on these actions and measures can be monitored by Cabinet Portfolios, Scrutiny Committee, Cabinet Vision Statement, Well-being Objective and by Department and Service. **81%** of our actions and targets were achieved for the year. Any off-target areas were explained and remedial action set.

Department	Function	On Target	
		actions & measures	%
<b>Chief Executive</b>	People Management	<b>84</b>	<b>84%</b>
	Law, Governance and Civil Services		
	Media & Marketing		
<b>Education &amp; Children</b>	Children and Families Services	<b>44</b>	<b>80%</b>
	School Effectiveness and Pupil Engagement		
	Education Services & Inclusion		
<b>Communities</b>	Adult Social Care	<b>51</b>	<b>82%</b>
	Integrated Services		
	Housing		
	Leisure Services		
	Commissioning		
	Property		
<b>Place, Infrastructure and Economic Development</b>	Environmental Infrastructure	<b>87</b>	<b>77%</b>
	Place and Sustainability		
	Economic Development and Property		
<b>Corporate Services</b>	Revenue & Financial Compliance	<b>33</b>	<b>89%</b>
	Financial Services		
	Health Related Capital Projects		

Overall performance on delivering the actions and measures aligned to the Corporate Strategy:

2024/25	On Target	Off Target
<b>Number of actions and targets set</b>	<b>299</b>	<b>68</b>
<b>%</b>	<b>81%</b>	<b>19%</b>

## Overarching Themes and Findings

Based on the individual divisional returns and departmental overviews the following overarching themes and findings have been identified.

Overall score for the Council based on departmental functionality scores – **4.0**.

### Conclusion

Requirement of the Act	Score	Conclusion
The extent to which we are exercising our functions effectively	<b>4.0</b>	<b>Well</b> – We are meeting our requirements but there are opportunities for further improvement.
The extent to which we are using resources economically, efficiently and effectively	<b>3.8</b>	<b>Moderately well/well</b> – We are meeting our requirements but there are minor weaknesses which require improvement.
The extent to which our governance arrangements are effective for securing the above.	<b>4.0</b>	<b>Effective/Well</b> – We are meeting our requirements but there are opportunities for further improvement.

## Part One Applying the Sustainable Development Principle The Five Ways of Working

Five Ways of Working	CEX	COM	CS	ECF	PI	24/25 Score	23/24 Score
Integration	4.3	4.3	4.3	4.0	4.0	<b>4.2</b>	4.0
Long-Term Focus	3.3	4.3	4.2	4.3	4.0	<b>4.1</b>	4.0
Involvement	4.0	3.7	4.3	3.3	4.0	<b>3.8</b>	3.9
Collaboration	4.7	4.3	4.7	4.0	4.0	<b>4.3</b>	4.3
Prevention	4.0	4	3.9	4.0	3.8	<b>3.9</b>	3.9
<b>Overall</b>	<b>4.1</b>	<b>4.1</b>	<b>4.3</b>	<b>3.9</b>	<b>4.0</b>	<b>4.1</b>	-

### Integration: 4.2

Strategies continue to be aligned closely with corporate objectives and strategic priorities. The commitment to collaborative working and the adoption of innovative practices are evident throughout the Council's divisions. However, further development is needed to further strengthen integration with partners to consider well-being goals and other organisations' objectives. There is good internal integration, but further consolidation is needed for significant whole-population challenges and effective resource allocation.

### Long-Term Focus: 4.1

Many divisions implement strategic plans that align with the medium-term with clear alignment with the Corporate Strategy. There is effective use of data to inform decisions and collaborations with various stakeholders achieves sustainable development although there are opportunities to further strengthen this. Data informs performance monitoring, but there is further scope to utilise future trends data and horizon scanning for better planning. This will allow better opportunities for developing a long-term vision for the organisation and its departments.

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**Involvement: 3.8**

The organisation consults regularly with residents and service users, but mainly on an as-needed basis. However, there is commitment to stakeholder involvement across all departments. There are opportunities to support ongoing dialogue and improve corporate utilisation of service-user perspectives for performance monitoring. Additionally, better communication of the impact of involving residents and service users in decision-making processes could be further explored, although this has improved.

**Collaboration: 4.3**

Continues to be good across the organisation. Efforts in fostering strong partnerships, both internally and externally, are evident in the positive outcomes and improvements in service delivery but there is scope to further identify how our well-being objectives can be supported by partners and how we can support their well-being objectives.

**Prevention: 3.9**

Some progress in embedding prevention across services, linked to long-term trends, and included in the Corporate Strategy. The commitment to considering proactive measures and early intervention is evident across departments but there is room for improvement in integrating these strategies more cohesively and systematically to improve support for preventative service delivery. However, there has been success in the development of the Prevention Strategy.

**Future Considerations**

- Continue to strengthen stakeholder engagement by improving methods to engage internal and external stakeholders utilising the comprehensive consultation webpages to encourage active participation.
- Enhance collaborative efforts with internal and external partners to deliver integrated services, such as taking the opportunity to reset working relationships with trade unions through a new social partnership.
- Further exploration and implementation of preventative activity to support sustainable development principles.
- Further enhance the use of data to inform decision making.
- Enhance involvement practices and maximise the use of information on service user perspective.
- Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery.

## Part Two

### Is the Organisation using its Resources Economically, Efficiently, and Effectively?

Corporate Areas	CEX	COM	CS	ECF	PI	24/25 Score	23/24 Score
Corporate Planning	4.3	3.9	4.0	3.6	4.2	4.0	4.0
Financial Planning	4.2	3.6	4.0	3.7	3.9	3.8	4.0
Procurement	4.3	3.6	4.1	4.0	4.0	3.9	3.9
Asset Management	2.8	3.5	4.0	3.4	4.1	3.6	4.0
Risk Management	3.6	3.5	4.1	3.4	3.6	3.6	4.3
Performance Management	4.3	3.8	4.2	4.1	4.7	4.2	4.2
<b>Overall</b>	<b>3.9</b>	<b>3.6</b>	<b>4.1</b>	<b>3.7</b>	<b>4.0</b>	<b>3.8</b>	

Areas	Score	Findings
<b>Corporate Planning</b>	<b>4.0</b>	Most departments effectively integrate the five ways of working and are aligned with the Corporate Strategy. However, there are opportunities to explore how the business planning process can better align to the budget setting process to allow for greater synergy. Improvements have been made to integrate the outcomes that we hope to achieve and consultation findings into business planning processes, but more can be done in this area to ensure true integration. Further integration of corporate priorities, such as the Corporate Strategy and Cabinet Vision Statement, would allow for more efficient progress reporting.
<b>Financial Planning</b>	<b>3.8</b>	There is commitment to achieving value for money and prudent financial management. Budget planning is thorough and layered, with good efforts to align with long-term goals, integration of financial planning with corporate strategy, and proactive measures in achieving efficiency savings. Nevertheless, we can continue to improve departmental engagement in budget setting and monitoring and further alignment to business planning process (as noted above). The challenging financial position limits preventative financial choices, but their importance is recognised.
<b>Procurement</b>	<b>3.9</b>	The focus on long-term relationships, compliance, and sustainability is evident across departments. However, areas for development include enhancing transparency through centralised frameworks, improving contractor response rates, and addressing capacity issues for due diligence and contract management. Overall, procurement practices support the Council's strategic objectives, with a continued emphasis on improvement and alignment with legislation, such as the Social Partnership and Public Procurement Act.
<b>Asset Management</b>	<b>3.6</b>	Several divisions show exemplary practices, but there are areas where detailed planning and resource management strategies are lacking. Practices support sustainable development and community benefits, but a more consistent approach is needed to address gaps.
<b>Risk Management</b>	<b>3.6</b>	Risk registers and business continuity plans are generally up to date and integrate with our strategies. However, further improvement could be achieved through the formalisation and review of certain continuity plans and ensuring departmental and divisional risks are consistently recorded and monitored through the risk register. It is recognised that there are further opportunities to align risk management and business continuity planning with the annual business planning process.
<b>Performance Management</b>	<b>4.2</b>	While the overall approach is robust, we can continue to improve by further refining the self-assessment process to ensure that it is a

Areas	Score	Findings
		meaningful exercise for all involved. Departmental performance management processes should align with corporate approaches for consistency and increased assurance that relevant information and data are considered at a corporate level.

#### Future Considerations

- Consider financial challenges through proactive budgeting and exploring alternative service delivery models, including closer alignment with business planning for medium and long-term sustainability.
- Further leverage data for strategic planning and decision making ensuring that departmental arrangements align fully with corporate approaches.
- Explore opportunities to align risk management and business continuity planning with the annual business planning process.
- Further alignment of all corporate priorities as noted through the Corporate Strategy and Cabinet Vision Statement will enhance reporting and therefore consideration of everything in the round.
- Ensure robust asset stewardship through a consistent, organisation-wide approach to asset management that supports long-term value and resilience.
- Promote transparency and efficiency in procurement by strengthening governance, improving visibility, and building capacity for effective contract management.

## Workforce Planning

Element	CEX	COM	CS	ECF	PI	24/25 Score	23/24 Score
Five Ways of Working	3.3	2.7	3.0	4.0	3.8	3.3	-
Skills Alignment	3.3	2.7	4.3	4.0	4.0	3.3	-
Workforce Planning	3.0	2.5	2.7	3.3	3.5	3.0	3.2
Data	3.0	3.5	3.3	3.3	3.5	3.0	3.2
Demand	3.7	3.0	3.0	3.7	3.5	3.7	3.2
Supply	3.0	3.0	3.0	3.0	3.5	3.0	3.0
Gap Analysis	3.0	2.8	2.0	3.7	4.0	3.0	3.2
Action Planning	4.0	2.8	3.3	3.3	3.4	4.0	3.0
Governance	3.7	2.8	3.3	3.7	3.5	3.7	3.2
<b>Overall</b>	<b>3.3</b>	<b>2.8</b>	<b>3.1</b>	<b>3.6</b>	<b>3.6</b>	<b>3.2</b>	<b>3.1</b>

Element	Level	Score
<b>Five Ways of Working</b>	N/A	<b>3.3</b>
<b>Skills Alignment</b>	N/A	<b>3.3</b>
<b>Key elements of Workforce Planning</b>	Having workforce models/plans for some services within a division.	<b>3.0</b>
<b>Data</b>	Single data source for workforce data within the division. Standardisation of roles and available organisational charts.	<b>3.0</b>
<b>Demand</b>	One off model of demand for single initiative, service or department.	<b>3.7</b>
<b>Supply</b>	Basic gathering of internal workforce variables. Short term (annual) projections. General trends of labour availability and costs tracked.	<b>3.0</b>
<b>Gap Analysis</b>	Event driven analysis of shortfall / surpluses. Key skill need prediction. Some analysis of turnover.	<b>3.0</b>
<b>Action Planning</b>	Integrated divisional workforce/ business strategy development. Service level approach to workforce changes.	<b>4.0</b>

Element	Level	Score
<b>Governance</b>	Service leads in some service areas with WFP responsibilities.	<b>3.7</b>
<b>Score</b>		<b>3.2</b>

Future Considerations
<ul style="list-style-type: none"> <li>Continue to develop comprehensive workforce models and succession plans to meet future demands, reviewing job profiles and service structures to also identify alternative business delivery methods and financial sustainability.</li> <li>Continue to build capacity and the future workforce through apprenticeships and qualifications.</li> </ul>

## Digital Maturity

Element	CEX	COM	CS	ECF	PI	24/25 Score	23/24 Score
Transformation and Change	3.7	3.3	3.7	3.3	3.8	<b>3.5</b>	3.2
Leadership	3.7	4.2	3.0	3.7	3.8	<b>3.7</b>	3.4
Customer Experience and Service Delivery	4.0	3.3	3.7	3.7	3.4	<b>3.6</b>	3.4
Paperless Working	4.3	3.7	4.0	3.3	4.0	<b>3.8</b>	3.6
Hardware and Devices	4.0	4.2	4.3	3.3	4.0	<b>3.4</b>	3.8
Software and Applications	3.7	3.2	3.7	2.7	4.0	<b>3.4</b>	3.0
Content and Information	4.0	3.8	4.0	3.0	4.0	<b>3.8</b>	3.6
Communication and Collaboration	4.3	3.7	3.7	3.3	3.8	<b>3.7</b>	3.8
Management and Security	4.7	3.7	4.0	3.7	4.5	<b>4.1</b>	3.8
<b>Overall</b>	<b>4.0</b>	<b>3.7</b>	<b>3.8</b>	<b>3.3</b>	<b>3.9</b>	<b>3.7</b>	<b>3.5</b>

Element	Level	Score
<b>Digital Transformation &amp; Change (capacity)</b> How ready and capable do you feel your service is to respond to emerging digital trends and challenges, and to adopt new ways of working through technology.	Moderate agility, with efforts to adapt to emerging trends but room for improvement in responsiveness.	<b>3.5</b>
<b>Digital Leadership</b> How confident and capable do you feel your leadership team/s are in providing digital leadership, when necessary, i.e. when designing services, implementing change etc.	The leadership team has some basic understanding and capability in digital leadership, but there are gaps in their knowledge and execution.	<b>3.7</b>
<b>Customer Experience &amp; Service Delivery</b> How effectively does your service utilise online digital channels to enhance customer experience and deliver end to end online transactional services?	Basic digital service delivery, some room for improvement.	<b>3.6</b>
<b>Paperless Working</b> To what extent do you feel your services have transitioned to being paperless, where reasonable.	We have made moderate strides in digitizing our processes, with a noticeable reduction in paper usage, but there is still room for improvement	<b>3.8</b>
<b>Hardware &amp; Devices</b> How adequately equipped do you feel your service is with the necessary hardware and devices to effectively deliver? (laptops, PC's, tablets, smartphones etc)	Moderately equipped - Equipment meets basic needs but lacks some essential tools for optimal performance.	<b>3.4</b>