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| SUBJECT: | Self-assessment of Performance Management Arrangements |
| MEETING: | Governance and Audit Committee |
| DATE: | 16th April 2026 |
| DIVISIONS/WARDS AFFECTED: | All |

1. PURPOSE:

- 1.1 To ensure that members of the committee have an understanding of the council's performance framework.
- 1.2 To present an update on the current effectiveness of the authority's performance management arrangements.

2. RECOMMENDATIONS:

- 2.1 That members use the update provided to inform their understanding of the effectiveness of the operation of the authority's performance management arrangements and identify any areas where they feel action needs to be taken or further information provided.

3. KEY ISSUES:

- 3.1 Performance management is about establishing a shared understanding of what needs to be achieved and making sure that it happens. The council currently has an established performance framework; this is the way in which we translate our purpose into action and ensure that everyone is pulling in the same direction to deliver real and tangible outcomes. The components of the framework are shown visually in appendix 2.
- 3.2 Our performance framework: Translates our purpose into the council's own well-being objectives; Places an expectation on teams to align to deliver these objectives through setting specific, measurable actions in their service business plans; Contains a broad range of data to monitor impact and measure the performance of services. Other key processes that are part of and/or facilitate aspects of the framework include the Whole Authority Strategic Risk Assessment and self-evaluation arrangements.
- 3.3 There have been considerable adjustments to the council's performance framework in the last few years due to the need to meet requirements of the Local Government and Elections (Wales) Act 2021. The Act requires each council in Wales to keep under review the extent to which it is meeting the 'performance requirements', that is the extent to which; it is exercising its functions effectively; it is using its resources economically, efficiently and effectively; its governance is effective for securing these.
- 3.4 Appendix 1 provides an assessment of the arrangements that make up the current performance framework to ensure that Governance and Audit Committee are able to

take an overview of their effectiveness. This includes an assessment of how well we are doing, how we know this and planned actions for the future along with timescales.

3.5 A summary of the conclusion of the assessment for each arrangement is provided below:

- Well-being Objectives - The council has set six well-being objectives in the Community and Corporate Plan. This has ensured that there is a clear direction for the council, that is fed through the performance management framework. Enabling strategies aligned to deliver the well-being objectives are established with arrangements in place to monitor delivery.
- Service Business Plans - The Service Business Plan process has principles, supporting templates and guidance in place that are regularly reviewed. A quality assurance process continues to be undertaken and has supported the improvement in quality of plans and will aim to further improve consistency of plans. The Service Business Plan template has been revised and redeveloped. A suite of performance management training, including the use of service business plans, is being developed alongside this transition to support officers completing plans.
- Self-evaluation – The self-assessment process informed the completion of a self-assessment report of the council's performance in 2024/25. The report facilitated thorough scrutiny of performance prior to it being presented to Council. There remains a need to strengthen self-evaluation through the council's performance management framework, particularly in services business plans, and ensure consistency across different levels of the organisation. During this year the council has undergone external assessments of performance arrangements, including a Panel Performance Assessment and Estyn inspection. The findings of these reviews will be used to inform and develop the council's self-evaluation arrangements, particularly the focus on the impact and outcome of the council's actions, supported by further guidance currently being developed as part of a suite of performance management training.
- Performance Data and Information – The use of performance data in the council's performance management framework is being strengthened. The measurement framework of the Community and Corporate Plan has been reviewed to increase the focus on outcomes, where possible, and dashboards have been developed to present performance information which are being developed to integrate with updates provided in service business plans. There is a need to ensure wider awareness of dashboards to maximise their use and effectiveness. There is also a continuing need to improve the council's data maturity, with data accuracy being an important part.
- Strategic Risk Management – The council's strategic risk management policy and guidance has been updated, agreed and implemented through the performance management framework. The council has also defined its risk appetite. The strategic risk register is regularly updated and reported. Further risk management training is being developed as part of wider suite of performance management training.

3.6 This report on the continued effectiveness of the council's strategic planning framework is presented annually to Governance and Audit Committee and is important in ensuring the necessary checks and balances are in place around the effectiveness

arrangements for performance planning, monitoring and evaluation. It will also inform the Council's annual self-assessment process and report, part of which includes an assessment of Corporate Planning, Performance and Risk Management arrangements.

- 3.7 The council has also been subject to a Peer Panel Performance Assessment in February 2026, which is a requirement of the Local Government and Elections (Wales) Act 2021. The findings of the panel will be used to inform the development of the performance management framework. The report and the council's response will be shared with Governance and Audit Committee at the committee's June meeting.
- 3.8 The council also places reliance on regulatory assessments as a vital part of our framework. These are Audit Wales, who examine the authority's corporate arrangements; Estyn, in relation to education provision; and the Care Inspectorate Wales, in relation to social services. Where applicable, the most recent findings of regulatory work have been factored into the appraisal of arrangements.

4. RESOURCE IMPLICATIONS:

- 4.1 There are no additional resource implications as a result of this report. However, there may be resource implications in undertaking further actions as directed by Strategic Leadership Team or as recommended by Governance and Audit Committee.

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Appendix 1: Self-Assessment of Performance Management Arrangements

| Well-being Objectives | | | |
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| <p>The Council has a responsibility under the Well-being of Future Generations (Wales) Act 2015 to set well-being objectives. To achieve this, we must:</p> <ul style="list-style-type: none"> • Set and publish well-being objectives • Take all reasonable steps to meet those objectives • Publish a statement about the well-being objectives • Detail arrangements to publish an annual report of progress <p>The Council publishes a Corporate Plan every five years. This plan contains the wellbeing objectives of the Council and sets out the actions it will take to achieve them over the time of the plan. Alongside these actions, measures and targets are set that the Council will use to track progress. An evaluation of the Council’s performance and progress in meeting these targets is published in our annual Self-Assessment Report.</p> | | | |
| | How well are we doing? | How do we know? | Action & timescale |
| <p>Are there defined council well-being objectives that are communicated and understood?</p> | <p>The Community and Corporate Plan was approved in April 2023. This plan sets out the council’s six well-being objectives which include the aims we want to achieve, the actions we will take and how performance will be measured. The Community and Corporate Plan has been promoted and published on the website for residents and internally for staff.</p> <p>The approval of the plan has ensured that there is a clear direction for the council, which has fed through our performance management framework. A suite of enabling strategies have been developed and aligned to deliver the objectives in the plan.</p> <p>An Audit Wales review of our performance management arrangements found ‘The Council has a maturing performance management system that supports delivery of its corporate objectives’.</p> | <p>Community and Corporate Plan 2022-28</p> <p>Audit Wales review of performance management arrangements (December 2024)</p> | <p>No further action identified.</p> |

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| <p>Are the well-being objectives embedded in the performance management framework?</p> | <p>An Audit Wales review of our performance management arrangements found ‘The Council has clearly defined its intended outcomes in its Community and Corporate Plan 2022-28 and details how it will measure progress against them. Measures include a mix of inputs, outputs and outcomes, and the supporting Performance Management Framework enables the cascade of activity to the relevant service plans.’</p> <p>Supporting and enabling strategies aligned to deliver the objectives in the Community and Corporate Plan have been developed. These are important to enable the delivery of the ambitions of the plan. An annual evaluation of performance of the enabling strategies was completed in July 2025. This provided an overview of progress made against objectives set in the strategies and identified areas for development.</p> <p>Quality assurance of service business plans shows the actions to deliver the Community and Corporate Plan objectives are mostly embedded, and progress updated, within service business plans. Feedback and support has been provided to managers on the importance of aligning their plans with the Community and Corporate Plan and will be regularly monitored.</p> | <p>Audit Wales review of performance management arrangements (December 2024)</p> <p>Enabling Strategies</p> <p>Service business plans quality assurance</p> | <p>Complete an annual evaluation of performance of the enabling strategies – July 2026</p> |
| <p>Is progress and performance in delivering the well-being objectives monitored and held to account?</p> | <p>The actions to deliver the Community and Corporate Plan objectives are updated quarterly within service business plans.</p> <p>A six-month Community and Corporate Plan progress update is produced and scrutinised. This was presented to Cabinet in December as part of their continuous monitoring of how effectively the council is delivering its objectives. This report was also presented as additional business to Performance and Overview Scrutiny Committee to scrutinise the council’s</p> | <p>Community and corporate plan 2025/26 six-month progress update</p> | <p>Produce a self-assessment report for 2025/26 – September 2026</p> |

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| | <p>performance and use the report to inform their work plan. Assessing progress within the year has allowed officers and members to identify where services are not on track to meet the targets and identify any remedial actions that may be required.</p> <p>A further annual self-assessment of our progress in meeting our well-being objectives will be undertaken at the end of the financial year in the form of a self-assessment report. The process for undertaking the report will be developed informed by previous assessments and experience. This will clearly identify how well are we doing, how do we know (the evidence we have used) and what and how can we do better.</p> | | |
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| Service Business Plans | | | |
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| <p>A Service Business Plan is a planning tool which all service areas are required to complete. It allows services to set a plan for the next three years, assess what went well, learn from what didn't and measure the impact the service has made on people and places of Monmouthshire. Service business plans ensure clear alignment between the council's priorities and objectives, and detail the actions the service will be undertaking, performance measures to assess progress and risks facing the service and mitigating actions. Service business planning and regular evaluation of our performance is fundamental to how we operate.</p> | | | |
| | How well are we doing? | How do we know? | Action & timescale |
| <p>Is the service business plan process robust, communicated and understood?</p> | <p>Service business plan principles, supporting templates and guidance are in place and regularly reviewed. The documents are available on the intranet, the Hub. The availability of these documents is promoted each quarter through emails to all officers completing service business plans. One to one and tailored support is also offered and available.</p> <p>The service business plan template has been reviewed and updated. This change will allow information to be transferred automatically to performance dashboards, ensuring information</p> | <p>Service business plan principles, supporting information and guides.</p> <p>Services Business plan Quality Assurance.</p> <p>Feedback from service managers.</p> | <p>Transfer all service business plans to the revised template – May 2026</p> <p>Develop a performance management training suite – June 2026</p> |

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| | <p>is more readily available and accessible. The process of transferring all service business plans to the revised template has been staggered throughout the year, with all plans to be transferred by Q1 of 2026/27. Feedback received by plan owners has been positive, citing improved usability and increased functionality of plans. Final adjustments are needed to ensure the template's functionality for all plan owners; remaining service business plans will be transferred during Q4 of 2025/26.</p> <p>An Audit Wales review of our performance management arrangements found 'The Council has a service plan template that is applied consistently across most services. There are plans to continue to improve consistency through the existing quality assurance process.'</p> <p>Feedback from service managers has shown there is a need to provide further training and support on the process. The Audit Wales review of our performance management arrangements recommended to promote the training resources and support available to continue to strengthen performance management arrangements.</p> <p>The service business plan principles and guidance have been updated, where necessary, using feedback gathered. The development of further service business plan training has been delayed to allow for the transfer of service business plans to the revised template. Following the completion of the transfer of plans, a wider performance management suite of learning is to be developed, encompassing, for example, service business planning, risk, and self-evaluation. Feedback from officers</p> | <p>Audit Wales review of performance management arrangements (December 2024)</p> | |
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| | <p>completing service business plans, the Audit Wales review (December 2024) and the Internal Audit review of the service business planning process (August 2024) will be used to inform the training offer.</p> | | |
| <p>Are service business plans complete, up to date and of good quality?</p> | <p>Service business plans completion rates within timescales remains varied, despite improvement this remains lower. For recent quarters, approximately 45 percent of the plans were updated in the timescale. Reminders to update plans are sent to all officers completing service business plans and chief officers quarterly to ensure timely updates.</p> <p>A quality assurance process has been developed and continues to be undertaken to assess whether plans are meeting the planning principles, the quality of updates and whether they are aligned with wider council commitments. This facilitates officers to easily identify which areas of their plan need improvement, helping them to focus on key aspects.</p> <p>The most recent quality assurance was completed between Q2 and Q4 of 2025/26. This has found that there has continued to be improvement in the quality of plans, though many plans still require improvement in parts of their completion. Some common areas for development remain the completion of risk registers, use of performance indicators and robust assessment of progress and impact.</p> <p>The Audit Wales review of our performance management arrangements recommended the need to increase the consistency of service planning to strengthen performance management arrangements.</p> | <p>Service business plans completion rates.</p> <p>Services Business plan Quality Assurance.</p> <p>Feedback from service managers.</p> <p>Audit Wales review of performance management arrangements (December 2024)</p> | <p>Develop a performance management training suite – June 2026</p> <p>Complete annual quality assurance of Service Business Plans and support managers to implement the findings – October 2026</p> |

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| | The quality assurance reports have been shared with all chief officers, managers and officers completing service plans and further support made available to support improvements identified. | | |
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| Self-evaluation | | | |
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| <p>Self-evaluation is a way of evaluating, critically and honestly, the current position to make decisions on how to secure improvement for the future. It needs to be embedded across the organisation to help the council continually learn and achieve sustainable improvement and better outcomes for citizens, service users and its own workforce. Self-evaluation allows us to assess our actions openly and honestly, and to consider whether the actions taken helped to reach our desired goals and objectives. This process helps us to learn what went well and what didn't, informing our future actions.</p> <p>The Local Government and Elections (Wales) Act 2021 requires each local authority in Wales to keep under review the extent to which it is meeting the 'performance requirements'. Under the Act, the mechanism for a council to keep its performance under review is self-assessment, with a duty to publish a report setting out the conclusions of the self-assessment once in respect of every financial year.</p> | | | |
| | How well are we doing? | How do we know? | Action & timescale |
| Is the self-assessment process robust, communicated and understood? | <p>A process for completing self-assessment was developed and adhered to. The self-assessment process for 2024/25 was informed by a review of the previous year's self-assessment process. This included directorate workshops, which were facilitated to provide the opportunity for heads of service to evaluate performance of their service area and assess activity against the Community and Corporate Plan objectives.</p> <p>The 2024/25 self-assessment report evaluates the council's performance under each of the six Well-being Objectives set out in the Community and Corporate Plan, and the programme of work that supports their delivery. The self-assessment report demonstrates the progress the council has made in achieving its intended outcomes and identifies any further areas for development.</p> | <p>Self-assessment report 2024/25</p> <p>Audit Wales review of performance management arrangements (December 2024)</p> | Produce a self-assessment report for 2025/26 – September 2026 |

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| | <p>The self-assessment report was informed by a range of evidence including the output from the workshops along with other elements of the performance framework, such as Chief Officer reports, scrutiny, external regulation and the Annual Governance Statement.</p> <p>An Audit Wales review of our performance management arrangements found ‘The Council’s arrangements enable it to recognise good performance and identify what it needs to improve. The comprehensive six-monthly reports and quarterly updates of performance dashboards and service plans enable members and officers to have sight of in-year pressures and issues that may require remedial decisions. However, whilst performance reporting is moving towards being more balanced, there are examples where underperformance is not presented in as much detail as positive performance. This makes scrutiny of performance more challenging as it is not always clear what the reasons for underperformance are and how these are being addressed.’ It is also recognised that is a need to ensure self-assessment has a focus on the impact and outcomes of activity.</p> <p>A self-assessment process and template for 2025/26 will be developed and agreed, based on feedback on the previous year’s report.</p> | | |
| <p>Is self-assessment embedded through the performance framework?</p> | <p>The Self-Assessment process has been embedded in the council’s performance management framework. The self-assessment process has facilitated the completion of the self-assessment report.</p> | <p>Service business plans</p> <p>Service business plans quality assurance</p> | <p>Ensure that managers complete end-of-year self-assessments – May 2026</p> |

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| | <p>Quality assurance of service business plans has shown that officers completing updates do not always apply a self-evaluative mindset when completing updates, meaning impact of actions is not always assessed specifically. This aligns with the findings of the Internal Audit review of service business plans (August 2024) which identified the need to improve the completion of end-of-year self-assessments within plans. The recent Estyn inspection of the council’s education services included a review of the council’s corporate governance and performance management arrangements, and also found there is a need to improve the consistency of evaluation processes to evaluate the impact of the council’s actions.</p> <p>The need to apply an evaluative mindset when completing plans has been fed back to managers as part of quality assurance reports. Managers will also be reminded to complete self-assessments as part of service business plan completion reminders, and will be provided with further training and guidance on completing self-evaluations as part of the developing suite of performance management training.</p> | <p>Internal Audit Service Business Plan Review (August 2024)</p> <p>Estyn inspection of education services in Monmouthshire County Council (January 2026)</p> | |
| <p>Is the outcome of self-assessment monitored and performance held to account?</p> | <p>The self-assessment evidence is reviewed, further challenged, and collated into a corporate level evaluative self-assessment. Action is evaluated under each well-being objective, with progress under each objective given a score between 1-6, where 1 is unsatisfactory and 6 is excellent. As part of the most recent self-assessment report (2024-25), five of the six objectives were given a score of 4 (Good), with the remaining objective given a score of 3 (Satisfactory).</p> <p>The draft self-assessment report is presented to Performance and Overview Scrutiny Committee, with Governance and Audit</p> | <p>Self-assessment report 2024/25</p> <p>Audit Wales review of performance management arrangements (December 2024)</p> | <p>Produce a self-assessment report for 2025/26 – September 2026</p> |

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| | <p>Committee having approval of the final draft, as per legislation. Both committees scrutinised the 2024/25 report and found that overall, it was a fair and balanced assessment of performance during the year. The report was subsequently approved by Council.</p> <p>The Audit Wales review of our performance management arrangements recommended the need to ensure that areas of underperformance are consistently and adequately mitigated with robust explanation. In developing the 2024/25 report, the process facilitated layers of challenge based on evidence to ensure the report was a balanced and fair representation of the council's performance. The report identified both areas of progress and areas needing improvement.</p> <p>The self-assessment report includes an action plan that focuses specifically on what and how the council can do better for the significant conclusions of the assessment. The actions are monitored through the year in service business plans and the next self-assessment report will include an assessment of the progress made on these actions.</p> | | |
| <p>Are external assessments of performance considered and the findings addressed?</p> | <p>External assessments of the council's performance framework and processes are welcome and form an important part of our arrangements. Audit Wales undertook a review of our performance management arrangements in December 2024. The findings of this review have informed improvements to the self-assessment process and will inform the development of a performance management training offer.</p> <p>In November 2025, an Estyn inspection of the Council's education services was undertaken. This included a review of</p> | <p>Audit Wales review of performance management arrangements (December 2024)</p> <p>Estyn inspection of education services in Monmouthshire County Council (January 2026)</p> | <p>Work across the organisation to implement recommendations of Panel Performance Assessment and Estyn Inspection - Timescales as per relevant action plans</p> |

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| | <p>the council's corporate governance and performance management arrangements. The review found there is a need to improve the consistency of evaluation processes to evaluate the impact of the Council's actions.</p> <p>The quality assurance of service business plans has reviewed officers' evaluations of impact and has recommended improvements where needed. There is a continued focus on improving self-evaluation across the organisation. This will be aided by the development of further self-evaluation training and guidance as part of a wider suite of performance management training.</p> <p>The council took part in a Panel Performance Assessment in February 2026. This process involved a panel of external peers visiting the council to assess whether we are exercising our functions effectively, and assess processes under the scope set by the council in November 2025. Recommendations will be provided to the council to help improve services and ensure robust internal processes. This will also include review and consideration by Governance and Audit Committee in June 2026.</p> | <p>Panel Performance Assessment findings and recommendations (February 2026)</p> | |
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| Performance Data and Information | | | |
| <p>Data and information are essential to our performance framework. This comprises of nationally and locally set indicators that services have developed to measure the impact of their service. As well as maximising the use of data we hold to inform how we plan, manage, and deliver services. All staff and members need to regularly access and use performance data and analysis of performance to evaluate the progress and impact of services.</p> | | | |
| | How well are we doing? | How do we know? | Action & timescale |

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| <p>Is performance data used to monitor and evaluate the council's performance?</p> | <p>Performance data is embedded in the Council's performance management framework. The Community and Corporate Plan has an agreed measurement framework. This is allowing us to measure our performance on areas that can be directly affected by the council and the progress towards wider outcomes. This facilitates performance to be held to account.</p> <p>We have reviewed the measurement framework to increase the focus on outcomes, where possible. This was agreed by Cabinet in September 2024 along with targets against these measures that demonstrate the ambition of the council to residents. This also responds to the Audit Wales review on the council's use of performance information which found 'The council provides some performance information to enable senior leaders to understand the perspective of service users, but information on outcomes is limited restricting their ability to manage performance effectively.'</p> <p>The Audit Wales review of our performance management arrangements found the 'Council has a maturing performance management culture and is responding to recommendations made in Audit Wales's review of performance information.'</p> <p>The performance measures are updated quarterly in the community and corporate plan dashboard and form part of the six-monthly progress report and annual self-assessment report. This allows officers and members to regularly assess performance and take action accordingly.</p> <p>Performance dashboards are also in place for each directorate, displaying their key performance indicators. These dashboards are supporting performance data to be further embedded in the</p> | <p>Community and corporate plan measurement framework & dashboard</p> <p>Directorate performance dashboards</p> <p>Service Business Plans</p> <p>Audit Wales review of performance information (March 2024)</p> <p>Audit Wales review of performance management arrangements (December 2024)</p> | <p>Continue to raise awareness of performance dashboards and their functionality – September 2026</p> |
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| | <p>decision-making process. Further promotion is needed to ensure wider awareness of these dashboards to ensure their use and effectiveness is maximised.</p> <p>Service business plan principles require services to use appropriate performance data and measures to monitor and evaluate performance. Quality assurance of service business plans shows there remains variability in the use of performance indicators within services to assess performance. This can limit the ability of services to robustly assess their performance. Feedback and assistance are being provided to services, where required, to strengthen their planning.</p> | | |
| <p>Is the council's performance data on its services/ processes/outcomes relevant, accurate and up to date?</p> | <p>The community and corporate plan measurement framework identifies measure we can have a direct and measurable effect on and measures we will track for longer term changes that our contribution is only one part of. This allows us to track service, process and outcome level progress and performance.</p> <p>Our self-assessment concludes there remains a need to further develop self-assessment arrangements to focus on impact and outcomes and embed an evaluative mindset. This includes the use of outcome measures identified in the revised community and corporate plan measurement framework.</p> <p>Quality assurance of service business plans shows there remains variability in the overall quality and timeliness of completion of performance indicators within services to assess performance. This was also identified in the Internal Audit of service business plans. Feedback and assistance are being provided to services, where required, to strengthen their planning. A suite of wider performance management training is also being developed, which will include further guidance on identifying appropriate</p> | <p>Community and corporate plan measurement framework.</p> <p>Self-Assessment report 2024/25.</p> <p>Service business plans quality assurance.</p> <p>Audit Wales review of performance information (March 2024)</p> <p>Internal Audit Service Business Plan Review (August 2024)</p> | <p>Develop a performance management training suite – June 2026</p> <p>Undertake targeted action to improve the council's data maturity – Ongoing</p> |

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| | <p>performance indicators. In developing the revised service business plan template, consideration has been given to how the reporting of performance indicators could be improved; changes made include validation checks on data inputted within plans to help improve robustness of data, and integrated updates with dashboards to ensure data included within service business plans is automatically fed through to wider reporting.</p> <p>Performance measures and target setting guidance is in place and embedded in service business plan principles. Performance measure definitions and proformas are used for collating performance measures in the community and corporate plan. Also, Internal audit reviews will look to ensure that performance information is reviewed when it is appropriate to do so.</p> <p>While arrangements are in place to support the production of accurate performance data, our assessments show we need to continue to focus on improving our data maturity, with data accuracy being an important part. This forms an integral part of the council's Digital and Data Strategy. Data quality was also identified as an area for improvement through the Audit Wales use of performance information review. We will focus on improving our data accuracy as part of our wider work on developing the council's data maturity.</p> | | |
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| Strategic Risk Management |
| <p>The strategic risk register captures the high and medium level strategic risks that face the council in line with the council's risk management policy. This ensures that:</p> <ul style="list-style-type: none"> • Strategic risks are identified and monitored by the authority • Risk controls are appropriate and proportionate • Senior managers and elected members systematically review the strategic risks facing the authority |

| | How well are we doing? | How do we know? | Action & timescale |
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| Is there a collective view of the council's strategic risk management arrangements and risk appetite that is communicated and understood? | <p>The council's strategic risk management policy and guidance has been updated and agreed. The council has also defined its risk appetite and agreed a risk appetite statement. These documents are available on the council's intranet. The policy is being embedded in the council, the requirements have been integrated as part of the council's performance management framework, including in the service business planning process.</p> <p>The awareness of the policy, and the importance of adhering to it, continues to be further embed through the organisation. A wider performance management suite of learning is currently being developed. This will include further training and guidance on risk management, including identifying risks, risk levels, and completing risk registers.</p> | <p>Strategic risk management policy and guidance</p> <p>Risk appetite statement</p> | <p>Develop a performance management training suite – June 2026</p> |
| Is strategic risk management embedded in the council? | <p>The strategic risk register is updated regularly and available to all members and officers to view at any time. There are arrangements to formally review and report the whole strategic risk register six monthly.</p> <p>Directorate risk registers have been developed to strengthen the management of risks at a directorate level and facilitate risk identification and mitigation between a service (service business plan) and strategic (risk register) level. However, completeness and frequency of review is varied between directorates. Further development of directorate risk registers is needed to ensure these are robust. Support will be provided to directorates to improve completeness and ensure regular use.</p> <p>The starting point for identifying risks are often service business plans, where heads of service and service managers identify risk to their service. Quality assurance of these plans has continued to show</p> | <p>Strategic risk management policy and guidance</p> <p>Strategic risk register</p> <p>Directorate risk registers</p> <p>Service business plans risk registers</p> | <p>Work with directorates to further develop directorate risk registers and ensure they are actively used – September 2026</p> <p>Develop a performance management training suite – June 2026</p> |

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| | <p>service-based risk registers are sometimes not robust enough or fully completed. This shows strategic risk management remains not consistently embedded at a service level. Further strategic risk management training is being developed as part of a suite of wider performance management training. This will be available to all officers.</p> | | |
| <p>Is there a shared understanding of the most significant corporate risks?</p> | <p>The strategic risk register identifies high and medium level strategic risks and ensures risk levels are assessed, and mitigating actions are identified. The register is updated regularly, which ensures it remains focussed on the most significant strategic risks facing the council. It is available to all members and officers to view at any time and has regular reporting arrangements in place. This ensures there is a shared understanding of strategic risks facing the council.</p> <p>All elements of the updated strategic risk management policy have now been embedded in the strategic risk register. This includes identifying risk categories, appetite levels, treat/tolerate categories and target risk scores. This has resulted in a clearer indication of the direction of travel of risks and the council's intended outcomes.</p> <p>Service business plans not being robust enough or fully complete impacts on the effectiveness of service risk identification and management. This may subsequently be having an impact on the effective identification and management of strategic risks, although other arrangements in place, including the development of directorate risk registers, will limit this, strengthening service risk registers remains important.</p> <p>A Risk Radar has been developed to identify any emerging risks and opportunities that are relevant to the council. This is used to inform risk identification at all levels and is regularly presented to the Strategic Leadership Team alongside reviews and updates to the Strategic Risk</p> | <p>Strategic risk register</p> <p>Service business plans risk register</p> <p>Risk radar</p> | <p>Develop a performance management training suite – June 2026</p> |

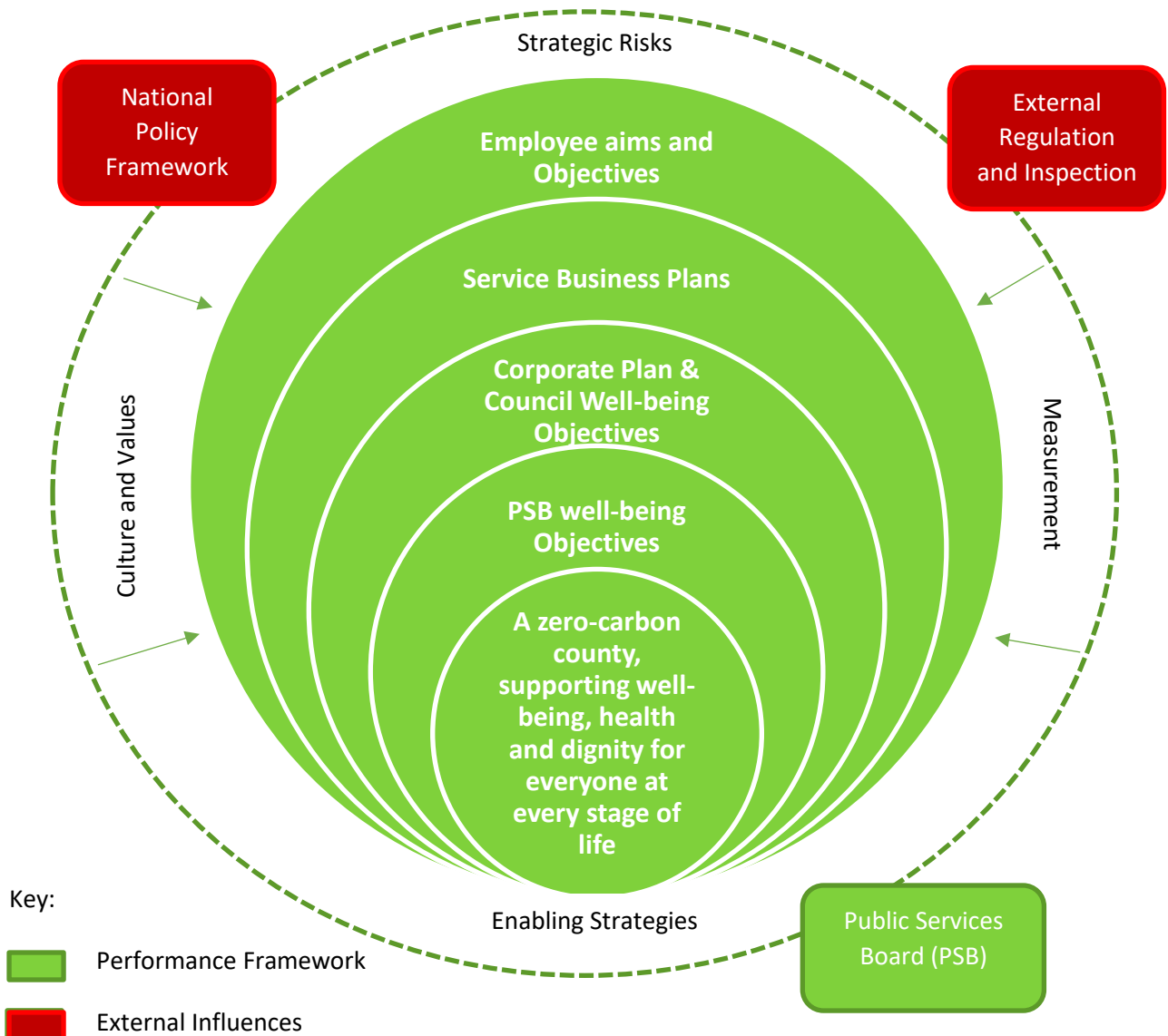
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| | Register to ensure awareness of possible emerging risks. This report will also identify emerging opportunities for the council. | | |
| Is there integration with other risk control arrangements that facilitate the management of risk? | <p>Strategic risk management is an integral part of the council’s activities to support decision-making in achieving its objectives. The updated strategic risk management policy identifies other corporate risk control arrangements that the council has in place through which risks are identified and managed and need to integrate with strategic risk management policy. These are Health and Safety, Emergency Planning, Insurance, Finance, Internal Audit, Information Governance & Cyber Security.</p> <p>An assessment of the effectiveness of each of these risk control arrangements, following the same process that is used to evaluate the strategic risk management arrangements was reported to the committee in June 2025. The assessment demonstrates the arrangements in place to identify, respond, monitor and report risk, and included an update on implementation of agreed actions. Further updates on progress with these actions will be provided as part of the next assessment of the effectiveness of risk control arrangements reported to Governance & Audit Committee.</p> | <p>Strategic risk management policy</p> <p>Overview of the effectiveness of risk control policies</p> | Assess progress in implementing the actions to develop or strengthen risk control arrangements – June 2026 |
| Is there a robust risk management assurance framework in place? | <p>There are arrangements to formally review the whole strategic risk register six monthly. These are facilitated by the performance and data insight team in liaison with risk owners and include review reports to Strategic Leadership Team and cabinet. The strategic risk register is formally reported to Governance & Audit Committee, Performance & Overview scrutiny committee and Cabinet. This provides assurance on the robustness of risk management framework in place.</p> <p>Directorate risk registers have been developed to strengthen the management of risks at a directorate level. These are being facilitated</p> | <p>Strategic risk register</p> <p>Strategic risk management reports</p> <p>Internal Audit review of risk management (March 2024)</p> | Work with directorates to further develop directorate risk registers and ensure they are used – September 2026 |

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| | <p>by the performance and data insight team in coordination with Directorate Management Teams.</p> <p>An internal audit review of risk management was completed and was given a reasonable assurance rating. This identified strengths and some weaknesses. Actions to respond to the recommendations were agreed and implemented. The findings from the review informed the development of the updated strategic risk management policy.</p> <p>A review of strategic risk management arrangements is reported to Governance and Audit Committee six monthly. Risk management arrangements also form part of the Council's annual self-assessment report. These arrangements are providing assurance of the framework in place and inform the identification of areas for development.</p> | | |
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Appendix 2

Our Performance Framework

Our performance management framework illustrates the interdependencies and how the policies, plans and programmes it contains, should be mutually reinforcing. In simple terms, our performance management makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes, to improve the quality of life of people and communities.



Building a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The Council's own well-being objectives are set by Council through the Community and Corporate Plan, based on the same well-being assessment as the PSB objectives. Each of our teams has a service business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our strategic risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show how the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values. Our 'enabling strategies' support the delivery of our objectives. Our work is informed and guided by national policy and external regulation and inspection.