

Mark Isherwood MS
Chair, Public Accounts and
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June 2025

Dear Mr Isherwood

In its report '[Scrutiny of the Amgueddfa Cymru Accounts 2021-22](#)' published on 26 June 2024, the Public Accounts and Public Administration Committee recommended that:

“The Welsh Government should update the Committee once the rollout of its self-assessment model for reviewing arm’s length bodies is concludes. They should provide further details about its own evaluation of the benefits and downsides of implementing such a system of review.” (Recommendation 10)

In our response to the Committee dated 20 November 2024, the Welsh Government accepted the recommendation and agreed to provide further details once the Self-Assessment Model was rolled out. Your letter of 11 March 2025 to the Permanent Secretary, titled ‘Scrutiny of Accounts: Welsh Government 2023-24’, also asked about the self assessment process, which Dr Goodall answered in his reply dated 1 April. I am now able to update the Committee and attach the Model and guidance which was issued to all arm’s length bodies in Wales in May 2025.

A small number of partnership teams and bodies – a statutory body, a company and a statutory office holder – took part in the Model’s pilot in late 2024 and early 2025. The response was generally positive, with suggestions leading to further changes to the Model, and the bodies are considering further reviews. The revised model has now been issued for use in 2025-2026. The majority of bodies – those which have not been reviewed since 2021 – have been asked to carry out a self assessment in conjunction with their Welsh Government partnership teams and consider the need for a wider review of the organisation, reporting on the outcomes by 31 March 2026. Any issues raised can feed into further amendments to the Model, so that an agreed Model is in place for the next term of government. The remaining bodies need not take any action this year but are encouraged to consider how to use self assessment in the future.

Where a need for a wider review is identified by Welsh Government or the body itself, there are a number of review methods available. These include a focus on key issues identified through the assessment, a Critical Friend Review or similar tool from the Welsh Government Policy Gateway and Integrated Assurance Hub, or an internally led Rapid Review.

The Committee may find it useful to have an updated list of public bodies and the Minister responsible for each. I have attached a list of Cabinet Secretaries and Ministers with details of the arm's length bodies they oversee at Annex A.

SIGNED EVANS
Chief Operating Officer, Welsh Government

ANNEX A

WELSH GOVERNMENT ARM'S LENGTH BODIES MINISTERIAL RESPONSIBILITIES, APRIL 2025

Cabinet Secretary/ Minister	Arm's Length Body	Administrative Classification
Deputy First Minister and Cabinet Secretary for Climate Change and Rural Affairs	Agricultural Advisory Panel for Wales	Advisory Group (Statutory)
	Hybu Cig Cymru - Meat Promotion Wales	Arm's Length Body (Company)
	Natural Resources Wales	Arm's Length Body (Executive)
Cabinet Secretary for Economy, Energy and Planning	Centre for Digital Public Services Ltd	Arm's Length Body (Company)
	Cwmni Eginio Ltd	Arm's Length Body (Company)
	DCFW Ltd (Design Council for Wales)	Arm's Length Body (Company)
	Development Bank of Wales plc	Arm's Length Body (Company)
	Life Sciences Hub Wales Ltd*	Arm's Length Body (Company)
	National Infrastructure Commission for Wales	Advisory Group (non-statutory)
	Sector Development Wales Partnership Ltd (Industry Wales)	Arm's Length Body (Company)
	Trydan Gwyrdd Cymru Ltd	Arm's Length Body (Company)
	Welsh Development Management Ltd*	Arm's Length Body (Company)
	WGC Holdco Ltd	Arm's Length Body (Company)
Cabinet Secretary for Education	Adnodd Cyf	Arm's Length Body (Company)
	Education Workforce Council	Arm's Length Body (Executive)
	HM Chief Inspector of Education and Training	Statutory Office Holder
	National Academy for Educational Leadership	Arm's Length Body (Company)
	Qualifications Wales	Arm's Length Body (Executive)
Cabinet Secretary for Finance and Welsh Language	Advisory Panel to the Welsh Language Commissioner*	Advisory Group (Statutory)
	Welsh Language Commissioner	Statutory Office Holder

Cabinet Secretary/ Minister	Arm's Length Body	Administrative Classification
Cabinet Secretary for Health and Social Care	Life Sciences Hub Wales Ltd*	Arm's Length Body (Company)
Cabinet Secretary for Housing and Local Government	Democracy and Boundary Commission Cymru	Arm's Length Body (Executive)
	Welsh Development Management Ltd*	Arm's Length Body (Company)
Cabinet Secretary for Social Justice, Trefnydd and Chief Whip	Advisory Panel to the Future Generations Commissioner	Advisory Group (Statutory)
	Advisory Panel to the Welsh Language Commissioner*	Advisory Group (Statutory)
	Children's Commissioner for Wales	Arm's Length Body (Executive)
	Citizen Voice Body for Health and Social Care	Statutory Office Holder
	Future Generations Commissioner for Wales	Statutory Office Holder
	National Adviser for Violence against Women and other forms of Gender-based Violence, Domestic Abuse and Sexual Violence	Statutory Office Holder
	Older People's Commissioner for Wales	Statutory Office Holder
Cabinet Secretary for Transport and North Wales	Global Centre for Rail Excellence Ltd (GCRE)	Arm's Length Body (Company)
	Transport for Wales Ltd	Arm's Length Body (Company)
Counsel General and Minister for Delivery	Adjudication Panel for Wales	Arm's Length Body (Tribunal)
	Agricultural Land Tribunal for Wales	Arm's Length Body (Tribunal)
	Education Tribunal for Wales	Arm's Length Body (Tribunal)
	Mental Health Review Tribunal for Wales	Arm's Length Body (Tribunal)
	Residential Property Tribunal Wales	Arm's Length Body (Tribunal)
	Valuation Tribunal for Wales	Arm's Length Body (Tribunal)
	Welsh Language Tribunal	Arm's Length Body (Tribunal)
	Welsh Revenue Authority	Non-ministerial department
Minister for Children and Social Care	Social Care Wales	Arm's Length Body (Executive)

Cabinet Secretary/ Minister	Arm's Length Body	Administrative Classification
Minister for Culture, Skills and Social Partnership	Amgueddfa Cymru - Museum Wales	Arm's Length Body (Executive)
	Arts Council of Wales	Arm's Length Body (Executive)
	Careers Choices Dewis Gyrfa Ltd (Careers Wales)	Arm's Length Body (Company)
	National Library of Wales	Arm's Length Body (Executive)
	Royal Commission on the Ancient and Historical Monuments of Wales	Arm's Length Body (Executive)
	Sports Council for Wales (SportWales)	Arm's Length Body (Executive)
Minister for Further and Higher Education	Medr: Commission for Tertiary Education and Research	Arm's Length Body (Executive)

* Bodies with more than one responsible Minister

Self Assessment Model for Wales: Test Stage 2025-2026

Guidance for Public Bodies and Partnership Teams on completing the Self Assessment

Introduction

1. The Self-Assessment Model for Wales (SAMW) underpins the review programme for public bodies. The Model consists of a set of questions for partnership teams and public bodies to use as a desk-based 'health-check' of the body and to review the relationship with the Welsh Government. It contains guidance for the public body and the partnership team to complete it in partnership.
2. The Model is designed for Welsh public bodies – including statutory bodies, Welsh Government-owned companies, and office holders – to use as a first stage in assessing any issues for further review. Partnership teams and public bodies should use the results from the Model to help decide when a body merits a more detailed review and what it should cover.
3. The results will also be shared with the Public Bodies Reference Group to help it oversee and prioritise a wider programme of reviews, and to identify issues that impact on different bodies.
4. The partnership team and the body should work together to complete the self-assessment exercise. Some questions should be answered by either the team or the body, but others require a joint response. We recommend that each body should undergo a self assessment exercise once a year with its partnership team. The results are not normally published but must be discussed by the body and the partnership team, bringing others into the discussion as they consider necessary. Any recommendations should be agreed, implemented, published, and reported on alongside existing performance indicators.
5. Self-assessment results, in combination with partnership team knowledge, will help to determine whether and when the body should have a more detailed review. Each body should have a detailed review at least once in each Senedd term (once every four years) and a review team, made up of staff from both partnership team and the body, should be set up under a Lead Reviewer to carry out this out.
6. The Model does not provide a final and authoritative view on the need for a more detailed review but offers an indication of performance against a number of baseline performance indicators. The analysis will also help the body and its partnership team to identify the scope of the detailed review.

Completing the Self Assessment

Introduction

7. General instructions to help you complete the model are on this sheet. All questions (except the Basic Information ones) must be answered 'Yes', 'No' or 'N/A' (Not Applicable) from the drop-down Response menu. Each question says whether the body, its partnership team, or both working together should answer it. Most have Further Questions, which are answered with free text or (in certain cases) figures. Any further information, explaining the answers, can be added here or in the 'Any Additional Information' box on each sheet.

8. The classification of questions as 'Major' or 'Minor' reflects whether the activity in the question is required of public bodies in general ('**MAJOR**') or not ('minor'). Different bodies and their partnership teams may consider some questions more important – or more applicable to their circumstances – than others. If questions do not apply, please put a brief explanation in the 'Answers and Additional Information' column.

Sheet 1: Basic Information and Core Questions (Questions 01-13)

9. The Basic Information section is self-explanatory. Answers to 'Type of body' and 'Legal basis of body' must be chosen from the drop-down list: if the answer is 'Other', please give more details in the Additional Comments column.

10. The Core Questions are those which must be asked of every public body at least once in a Senedd term. The partnership team must assure its senior partner (Director or Director General), the Welsh Ministers and the Senedd that the body has a clear mandate, is up to date and remains relevant. These questions help to ensure that there are still good reasons for each body's existence and that there are no better or more cost-effective ways of delivering its functions or services. All possibilities should be considered.

Sheet 2: Effectiveness (Questions 14-33)

11. Every public body should ensure that it has the correct systems and knowledge in place to deliver effective outcomes for citizens. The body should have clear and measurable performance indicators, aligned to the strategic objectives and priorities of the Welsh Government through its delivery plan. The use of meaningful performance measures, benchmarking against other organisations and engagement with customers and stakeholders form the core of this section. There are also questions on compliance with specific legislation and guidance.

12. This section also includes information on support for four key Welsh Government policies – the Well-Being of Future Generations, the use and growth of the Welsh language, the Anti-racist Wales Action Plan, and the Net Zero target. While not all public bodies have a statutory duty to deliver these policies, all have a role in supporting them.

Sheet 3: Efficiency

13. These questions set out expectations for financial management processes in line with current guidance. They aim to measure whether the body adheres to existing financial guidance and to consider improvements in productivity and efficiency through benchmarking and other comparisons.

14. Certain questions ask for figures – cash, staff numbers, percentage change, and gender pay gap. Any further comments can go in the space above the figures or in the ‘Any Additional Information’ box.

15. Not all public bodies were part of the pay parity exercise that took place between 2021 and 2025 (question 54). If the body completing the assessment was not involved, it should note this in ‘Additional Comments’.

Sheet 4: Governance

16. These questions cover the requirements and expectations of governance for public body boards, chairs and non-executive members. They show where the questions apply to the board as a whole, the chair and/or the non-executives individually. They can help to identify areas where the body’s governance can be improved as part of a ‘health check’ or as part of a reference document setting out key requirements for boards, chairs and non-executives.

17. While all the questions in this section are marked ‘Major’, not all the questions in the first three themes will apply to statutory office holders or to bodies without boards. In that case, they should be answered ‘N/A’. Questions 72-82 should be answered by all bodies and partnership teams.

Sheet 5: Accountability

18. This sets out expectations on accountability, relationships between partnership teams and public bodies, and the support and challenge offered to bodies through partnership with the Welsh Government. It can help to identify areas where the body’s relationship and accountabilities with its partnership team can be improved.

19. The relationship between the partnership team and the public body must be in line with the guidance issued by the Welsh Government and others and meet the requirements of ‘Managing Welsh Public Money’. The governance structures and processes ensure that the body maintains high standards of probity in the use and management of public funds.

Sheet 6: Conclusions

20. This sheet offers space for both the partnership team and the body to review the responses in the self assessment and comment on the conclusions reached. This lists the themes of the preceding sheets, but this can be used as free text for any comments.

Next Steps

21. Once they have completed the self assessment, the body and its partnership team should discuss the issues raised and decide what further action they wish to take. For the Test Phase in 2025-2026, they should consider whether a wider review should take place in the current year (completed and reported before the end of March 2026). There are a number of different forms which a wider review could take, and the body and partnership team should agree which approach is the most appropriate.

22. A copy of the completed model should be sent to the Public Bodies Leadership and Governance team – CyrffCyhoeddus.PublicBodies@gov.wales. The Public Bodies Reference Group (the Welsh Government Directors responsible for public bodies) will consider the results from different bodies and consider any changes needed for the self assessment model and wider reviews after the Test Phase has ended.

23. If you have any queries about how to use the model or how to consider wider reviews, please contact the Public Bodies Leadership and Governance team – CyrffCyhoeddus.PublicBodies@gov.wales.

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Llywodraeth Cymru
Welsh Government

SELF-ASSESSMENT MODEL FOR WALES

Test Stage 2025-2026

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Llywodraeth Cymru
Welsh Government

SELF-ASSESSMENT MODEL FOR WALES

Test Stage 2025-2026

Introduction

<p>Introduction to the SAM</p>	<p>The self-assessment model (SAM) forms one part of the overall review programme for Welsh Government public bodies, including arm's length bodies, companies and statutory office holders. The aim of the model is to help partnership teams decide whether a full-scale review is needed, and if so, its scope.</p> <p>The SAM consists of a set of questions for partnership teams and public bodies to use as a 'health-check' of the body, and to review the relationship of the body with the Welsh Government. The SAM should be used to help identify any instances where the body (or the partnership team) may not be meeting the minimum requirements expected, including the fundamental questions of whether the body should continue to exist.</p> <p>The model is designed to be completed by desk-based research and by both the partnership team and the body.</p>
<p>Using the SAM</p>	<p>As the public body landscape is varied, the partnership team will need to decide which questions within the model apply to the body in question.</p> <p>The findings from the model should be seen as indicative rather than conclusive; further investigation or explanation may be needed to clarify or confirm apparent findings.</p> <p>The outcome of the model should be used as one of the factors to inform the partnership team's decision on whether it needs to take a wider and more detailed review.</p> <p>The answers, and any differences between the partnership team and the body, may suggest areas for further investigation.</p>
<p>Steps to complete:</p>	<ol style="list-style-type: none"> 1. Fill in the details of the body on "Basic Information" tab. This will include free text entries as well as drop down boxes. 2. To fill out an assessment for a quadrant, navigate to the tab (e.g. effectiveness, efficiency) for the area that you wish to fill out information for. 3. Partnership teams will need to consider where some questions may not be relevant - and explain why if they do not believe the body or Welsh Government should comply. If the response to a question is 'N/A', please explain in the 'Additional Comments' box. 4. Partnership teams should then record conclusions drawn from the completion of the SAM on the 'Conclusions Tab'. 5. Partnership teams should record whether the SAM has indicated the need for a wider review. Any decision to commence a wider review will be only partly based on the conclusions drawn here, and both the partnership team and the body will need to consider the other factors that may contribute to this decision. 6. Once complete, the self-assessment should be emailed to CyrffCyhoeddus.PublicBodies@gov.wales who will discuss the next steps with the partnership team.
<p>SAM Methodology</p>	<p>The methodology used is based on MAJOR issues (minimum requirements) and minor ones (best practice, continuous improvement). These correspond with the 'shalls' and 'shoulds' outlined in the UK Public Body Review Requirements or, where the questions apply only to Wales, the requirements of relevant legislation.</p> <p>The partnership team should complete the 'Conclusions' tab to log their response to the answers in the model. This should cover any conclusions that should be drawn from the Yes/No questions (especially where the Response is in RED) and b) any further conclusions that can be taken from answers to the additional questions.</p>
<p>Useful Resources (UK Government)</p>	<p>Guidance on the undertaking of Reviews of Public Bodies</p> <p>Requirements for Reviews of Public Bodies</p>



Based upon the model devised and published by HM Treasury and UK Cabinet Office
<https://assets.publishing.service.gov.uk/media/65cb9389a7ded000c79e549/2023-11-17-Annex-D-Self-Assessment-Model-1.xlsx>



SELF-ASSESSMENT MODEL FOR WALES

Test Stage 2025-2026

1. Basic Information and Core Questions

Llywodraeth Cymru
Welsh Government

Theme of Quadrant	Q No	Question	Answered by	Response	Additional Comments
NAME AND LEGAL BASIS	01	Name of public body	Body		
	02	Type of body (Choose from options or explain in 'Additional Comments')	Body		
	03	When was the last review of the body? (Say 'None' if there has not been a review)	Both		
	04	Legal basis of body (Choose from options or explain in 'Additional Comments')	Both		
KEY PEOPLE	05	Name of Senior Partner (Deputy Director), Welsh Government Partnership Team	Partnership Team		
	06	Name of Director General (Additional Accounting Officer for Welsh Government)	Partnership Team		
	07	Name of Chief Executive (Accounting Officer for the Body)	Body		
	08	Name of Internal Auditor	Body		
	09	Name of External Auditor (if not Auditor General for Wales)	Body		

CORE QUESTIONS - to be answered by the Partnership Team at least once in every Senedd term

Theme	Q No	Question	MAJOR/minor	Answered by	Response (Yes, No, N/A)	Q No	Further Questions	Answers and Additional Information
FUNCTION	10	Has the body's function or services changed significantly since the last review?	MAJOR	Partnership Team		10A	If Yes, summarise the changes and why they have occurred.	
	11	Does the body still meet at least one of HM Treasury's three tests for arm's length bodies?	MAJOR	Partnership Team		11A	If No, why is the body still existing?	
FORM	12	Could the function or service be delivered through a different delivery model?	MAJOR	Partnership Team		12A	If Yes, why is the body still existing?	
						12B	If No, what is the reason for keeping the current delivery model?	
	13	Has the partnership team considered whether the body's function or service could be delivered more effectively through merging it with another organisation?	MAJOR	Partnership Team		13A	If Yes, why is the body still existing?	
						13B	If No, what alternatives have been considered?	

References:

[Treasury Tests - see page 6 GOV.UK](#)

Any Additional Information

**SELF-ASSESSMENT MODEL FOR WALES**Test Stage 2025-2026
2. EffectivenessUywodraeth Cymru
Welsh Government

Theme	Q No	Question	MAJOR/minor	Answered by	Response (Yes, No, N/A)	Q No	Further Questions	Answers and Additional Information
OUTCOMES FOR CITIZENS	14	Does the body regularly engage with Welsh citizens and service users?	minor	Body		14A	If Yes, how does the body do this?	
						14B	If No, does the body have any plans to engage with the public?	
	15	Does the body have a clear published policy to explain how the public can make a Freedom of Information Request (FOI)?	minor	Body				
	16	Has the body received any decision notices or enforcement notices from the Information Commissioner's Office regarding the Freedom of Information Act?	MAJOR	Body		16A	If Yes, how many decision notices or enforcement notices has the body received? What action has been taken to comply?	
	17	Is the body subject to the Public Sector Equality Duty (PSED)?	MAJOR	Body		17A	If Yes, how does the body ensure it complies with the duty?	
						18A	If Yes, how has this been tested?	
PERFORMANCE	18	Does the body have clear and accurate performance metrics which are accessible to all stakeholders?	MAJOR	Both		18A	If Yes, how has this been tested?	
	19	Does the data provided assure the partnership team that performance metrics are timely and sufficient?	MAJOR	Partnership Team		19A	If No, what are both doing to ensure metrics are timely and sufficient?	
	20	Does the body use benchmarking to compare its performance to other bodies?	minor	Body		20A	How does the body do this?	
	21	Are there any assurance gaps in the body's performance data?	MAJOR	Both		21A	If Yes, what are those gaps?	
	22	Are there any plans to improve the provision of performance data?	minor	Both		22A	If Yes, what are the plans?	
						22B	If No, why has no action been taken?	
	23	Does the body provide performance data in real time?	minor	Body		23A	If No, why not?	
	24	Do the corporate and business plans align to the Welsh Government's strategic aims and priorities?	MAJOR	Partnership Team		24A	If Yes, how do the body and the partnership team ensure this?	
						24B	If No, what plans are in place to bring them into line?	
	25	Do the body and the partnership team use the Green Book and other guidance when preparing business cases?	MAJOR	Both		25A	If No, what guidance is used?	
	26	Does the body have an effective risk management process that is underpinned by an agreed risk appetite, in line with the Orange Book?	MAJOR	Both		26A	If Yes, how does the body manage risks and report to its Board?	
						26B	If No, how does the body manage risks?	
	27	Do both the partnership team and the body understand each other's risk appetite and approach to risk?	MAJOR	Both		27A	If No, what approach is used to manage risk?	
	28	Does the body conduct stress tests?	MAJOR	Both		28A	If Yes, how often?	
					28B	If No, when was this last considered?		
29	Did the previous review of the body (if there was one) make any recommendations for improvements?	MAJOR	Both		29A	If Yes, what improvements have been made as a result of its recommendations? Have any recommendations not been fully implemented? If not, why not?		
FUTURE GENERATIONS	30	Is the body subject to the Well-being of Future Generations (Wales) Act 2015?	MAJOR	Body		30A	If Yes, is it on track to meet targets set under that Act?	
					30B	If No, how is the body supporting the Act?		
WELSH LANGUAGE	31	Is the body named in any of the Welsh Language Standards Regulations made under the Welsh Language (Wales) Measure 2011?	MAJOR	Body		31A	If Yes, is it meeting the standards required by those regulations? If not, what is the body doing to improve its performance?	
					31B	If No, how is the body developing its use of Welsh to support the Welsh Government's target of 1 million Welsh speakers by 2025?		
ANTI-RACIST WALES	32	Is the body working to deliver the Anti-racist Wales Action Plan?	MAJOR	Body		32A	If Yes, what actions are being taken?	
NET ZERO	33	Is the body contributing to the Welsh Government's Net Zero objectives?	MAJOR	Body		33A	If Yes, is it meeting its own targets and objectives?	
					33B	If No, what is the body doing to improve its performance?		

References:

- [Guidance on the undertaking of Reviews of Public Bodies - GOV.UK](#)
- [Requirements for Reviews of Public Bodies - GOV.UK](#)
- [Freedom of information guidance and resources 1&2](#)
- [The Public Sector Equality Duty \(PSED\) | EHRC](#)
- [Programme for government | GOV.WALES](#)
- [The Green Book \(2022\) - GOV.UK](#)
- [The Orange Book \(2023\) - GOV.UK](#)
- [Management of risk in government framework - GOV.UK](#)
- [Future Generations Commissioner for Wales](#)
- [Welsh Language Commissioner: Welsh Language Standards](#)
- [Anti-racist Wales Action Plan 2024 \(access HTML\) | GOV.WALES](#)
- [Welsh Government Net Zero strategic plan | GOV.WALES](#)

Any Additional Information

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Llywodraeth Cymru
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SELF-ASSESSMENT MODEL FOR WALES

Test Stage 2025-2026

3. Efficiency

Theme	Q No	Question	MAJOR/ minor	Answered by	Response (Yes, No, N/A)	Q No	Further Questions	Answers and Additional Information
FINANCIAL MANAGEMENT	34	Does the body prepare and publish an annual report and accounts, in line with the requirements set out in the Financial Reporting Manual (FreM)?	MAJOR	Body				
	35	Has spending by the body exceeded its agreed budget at any time in the past three years?	MAJOR	Body		35A	If Yes, give details of the excess for each year : 2023-24 2022-23 2021-22	£ £ £
	36	Was the body carrying debt at the end of the last financial year?	minor	Body		36A	If Yes, what was the level of debt, and by how much had this changed from the previous year? Current Level Previous Year Percentage Change	£ £ %
						36B	If the level of debt has increased, what is the reason for this?	
	37	Were there any losses from fraud in the most recent financial year?	minor	Body		37A	If Yes, what was the level of loss from fraud in the most recent financial year, and by how much did this change from the year before? Most Recent Year Previous Year Percentage Change	£ £ %
						37B	How does the body mitigate the risk of fraud?	
	38	Has the body reported any suspected or proven frauds to the partnership team?	MAJOR	Both		38A	If Yes, summarise the details:	
	39	Does the body make grants to individuals or other bodies using Welsh Government or other public funding?	minor	Body		39A	If Yes, how does the body review these grants to ensure that they continue to achieve value for money for the outcomes delivered?	
	40	Does the body receive commercial income?	minor	Body		40A	If Yes, what are the sources of this income? What percentage of overall income does this account for?	
	41	Does the body use the Wales Collaborative Procurement Pipeline or other common procurement agreements for relevant goods and services?	minor	Body		41A	If No, what other processes does it use?	
42	Does the body have savings or efficiency plans for the remainder of the current Remit Letter?	minor	Body		42A	If Yes, what progress has been made against these plans?		
					42B	What processes are in place for the body to review its use of resources, ensuring that it continues to maintain efficiency?		
BENCHMARKING COSTS	43	Does the body benchmark its costs against other organisations?	minor	Body		43A	If yes, against which organisations does the body compare its costs (across Wales, the UK and elsewhere)?	
					43B	What benchmarking data does the body use to make these comparisons?		
					43C	How does the body use this benchmarking data to drive efficiencies?		
DIGITISATION	44	Does the body offer public-facing digital services?	minor	Body		44A	If No, what is the digitisation strategy of the body?	
	45	If Yes, do the body's digital services meet the Digital Service Standards for Wales?	minor	Body		45A	If No, how is the body setting standards for its digital services?	
	46	Is the body developing shared services with other public bodies?	minor	Body		46A	If Yes, what shared services does the body use?	
	47	Does the body's website include an accessibility statement?	minor	Body		47A	If No, how does the body ensure accessibility?	
WORKFORCE	48	Does the body employ permanent staff?	minor	Body		48A	If Yes, what has the body spent on permanent staff for each of the past three financial years? 2023-24 2022-23 2021-22	£ £ £
					48B	If Yes, what is the average number of permanent full time employees (FTEs) of the body for the past three financial years? 2023-24 2022-23 2021-22	(FTE) (FTE) (FTE)	
	49	Has there been an increase in the number of full-time employees (FTE) in the most recent year?	minor	Body		49A	If Yes, what is the reason for the increase?	
	50	Has the body paid for external consultancy in the past three financial years?	minor	Body		50A	If Yes, how much has the body spent on external consultancy in the past three financial years? 2023-24 2022-23 2021-22	£ £ £

					50B	How will the body reduce the use of external consultancy?	
	51	Does the body own or rent property?	minor	Body		51A	If Yes, what has the body spent on property for each of the past three financial years?
							2023-24
							2022-23
							2021-22
							£
							£
							£
	52	Has the body reviewed its use of office and other space in the past three years?	minor	Body		52A	If No, will the body review this in the current financial year?
	53	Has the body reported on its gender pay gap in the past three years?	minor	Body		53A	If Yes, what gender pay gap has the body reported for each of the past three financial years?
							2023-24
							2022-23
							2021-22
							%
							%
							%
	54	Has the body maintained pay parity? (The exercise to bring minimum salaries of bodies' pay bands to be at least the minimum of the equivalent scales in the Welsh Government from 2021/22)	minor	Body		54A	If No, does the body propose to reestablish parity? (Only if the body was part of the pay parity exercise in 2021/22)
		References:					
		Government Financial Reporting Manual: 2024-25 - GOV.UK					
		Minimum standards for Grants Management - Welsh Government Audit Wales					
		Welsh Government expectations of grant recipients [HTML] GOV.WALES					
		Wales Collaborative Procurement Hub - Sell2Wales					
		Digital Service Standards GOV.WALES					
		Introduction to Web Accessibility Web Accessibility Initiative (WAI) W3C					
		Workforce Partnership Council report: Fair work – Gender pay gap and senior pay ratio data [HTML] GOV.WALES					
							Any Additional Information



SELF-ASSESSMENT MODEL FOR WALES

Test Stage 2025-2026

4. Governance

Llywodraeth Cymru
Welsh Government

Theme	Q No	Question	MAJOR/ minor	Answered by	Response (Yes, No, N/A)	Q No	Further Questions	Answers and Additional Information
PURPOSE, LEADERSHIP AND EFFECTIVE GOVERNANCE (may not apply to all bodies and office holders)	55	Do key documents and plans set out the purpose and strategy of the body, and (where appropriate) the responsibilities of the chair and board members, in ways that are accessible and easily understood?	MAJOR	Partnership Team				
	56	Has the Framework Document been updated since the last Senedd election?	MAJOR	Partnership Team				
	57	Are the roles, responsibilities and remuneration of non-executive directors clearly defined in writing?	MAJOR	Body		57A	If No, when will these be clarified?	
	58	Does the body have:					58A	Do the committees primarily consist of independent/non-executive directors to ensure objective oversight and reduce conflicts of interest?
			- a non-executive Chair?	MAJOR	Body			
			- a board with a majority of non-executive directors?	MAJOR	Body			
			- a suitably-qualified Finance Director who is a permanent board member?	MAJOR	Body			
			- an Audit and Risk Assessment Committee chaired by a non-executive director with appropriate experience or qualifications? and - a Remuneration Committee chaired by a non-executive director?	MAJOR	Body			
	59	Does the body disclose the meetings and attendance records of board members in the 'Governance Statement' in the Annual Report and Accounts?	MAJOR	Body				
	60	Does the lead non-executive board member support the chair to ensure a board effectiveness evaluation is carried out annually, and with independent input at least once every three years?	MAJOR	Body		60A	If No, what other process is used for board evaluation?	
APPOINTMENTS, SKILLS & TRAINING (may not apply to all bodies and office holders)	61	Has the Chair conducted appraisals of all non-executive directors in the past year?	MAJOR	Body		61A	If Yes, have reports been shared with the partnership team? When?	
	62	Has an appraisal of the Chair taken place in the past year?		MAJOR	Partnership Team		62A	Does the Cabinet Secretary set objectives for the Chair annually and conduct an annual appraisal?
							62B	Do the objectives set by the Chair for the Vice Chair (if applicable), non-executive and Chief Executive align to the Chair's objectives?
	63	Has the Chair undertaken a performance appraisal of the Chief Executive on an annual basis?	MAJOR	Body		63A	Does the partnership team see the Chief Executive's objectives before they are agreed by the Chair?	
	64	Is an induction package available to all new board members?	MAJOR	Body				
	65	Are development opportunities made available to all board members, specifically in regard to financial and reporting requirements?	MAJOR	Body				
CONDUCT & BEHAVIOUR (not all questions may apply to all bodies and office holders)	66	Has the Board adopted the Code of Conduct drafted by the Welsh Government, setting out the standards of personal and professional behaviour expected of all board members?	MAJOR	Body				
	67	Does the body have:				67A	If Yes, where are these registers available to partnership team and the public?	
			- a clear policy in place for the declaration and management of relevant interests?	MAJOR	Body			
			- a publicly available register of these interests for all board members?	MAJOR	Body			
	68	Does the body have clear rules on lobbying for board members?	MAJOR	Body				
	69	Does the body have clear rules on political activity for board members?	MAJOR	Body				
	70	Does the body have						
			- clear whistleblowing procedures and policies?	MAJOR	Body			
		- clear post-employment and post-appointment rules?	MAJOR	Body				
	- effective monitoring processes for these?	MAJOR	Body					
71	Does the body have clear rules and procedures in place for the handling of data and cyber security responsibilities, in accordance with the Data Protection Act 2018 (UK GDPR) and the current Security Standards?	MAJOR	Body					
EFFECTIVE	72	Does the body have an appropriate process with the partnership team to ensure engagement in the budgeting process?	MAJOR	Both				
	73	Does the body have appropriate and documented systems of financial delegation in place?	MAJOR	Both				
	74	Does the body receive an annual funding award letter that identifies the separate budget control limits that they must manage their resource activities within, and, if appropriate, a cash GIA award total and an amount for other sources of income that can be retained to be used in that financial year?	MAJOR	Both				



SELF-ASSESSMENT MODEL FOR WALES

Test Stage 2025-2026

5. Accountability

Llywodraeth Cymru
Welsh Government

Theme	Q No	Question	MAJOR/ minor	Answered by	Response (Yes, No, N/A)	Q No	Further Questions	Answers and Additional Information
EFFECTIVE PARTNERSHIP	83	Are there regular formal meetings between the body's Chief Executive and the Senior Partner?	MAJOR	Both		83A	If Yes, do these discuss i) progress against objectives; ii) risks (and management); and iii) financial performance?	
	84	Does the body report on a 'comply or explain' basis?	minor	Both				
	85	Does the body have a 'Term of Government' Remit Letter?	MAJOR	Both		85A	If No, when was the latest letter from the relevant Cabinet Secretary or Minister setting out the objectives of the body?	
	86	Are governance structures, financial controls and accounting arrangements in place and set out in key documentation?	minor	Both		86A	If No, what alternative arrangements are in place?	
	87	Has the partnership team reviewed the annual report and accounts to confirm that propriety, regularity and value for money have been achieved?	MAJOR	Partnership Team				
	88	Has the partnership team:						
		- helped in setting specific and measurable annual objectives?	MAJOR	Both				
		- set appropriate and effective Key Performance Indicators (KPIs)?	MAJOR	Both				
	- actively monitored performance against objectives? and	MAJOR	Both					
	- informed the Permanent Secretary and Welsh Ministers of the body's performance at appropriate intervals?	MAJOR	Both					
ACCOUNTABILITY TO WELSH MINISTERS	89	Does the partnership team have an agreed process for considering and approving requests outside delegated limits?	MAJOR	Partnership Team		90A	If Yes, have the processes been used in the past three financial years? What changes could be made?	
	90	Is major capital expenditure properly considered and subject to appropriate approval processes?	MAJOR	Both				
	91	Does the partnership team attend meetings as required, such as internal risk meetings, Audit and Risk Assessment meetings, and others?	MAJOR	Partnership Team		91A	If Yes, is there a formal protocol in place to manage partnership team attendance at these meetings?	
	92	Is the partnership team assured that the body has effective policies and arrangements in place for managing information assets, security, business continuity and sustainability, and that relevant management information is supplied when requested?	MAJOR	Partnership Team				
ACCOUNTABILITY TO SENEDD CYMRU	93	Does the partnership team receive assurance from the body's Accounting Officer that the body is acting within the authority of the Welsh Ministers and assure the Principal Accounting Officer, the Senedd and the public that public funds are managed properly??	MAJOR	Partnership Team				
		References:						Any Additional Information
		Managing Welsh public money GOV.WALES						
		UK Corporate Governance Code						
		Orange Book - GOV.UK						
		Statement of Accounting Officer's Responsibilities - GOV.UK						



SELF-ASSESSMENT MODEL FOR WALES

Test Stage 2025-2026

6. Conclusions

Llywodraeth Cymru
Welsh Government

About this page

This page should be completed by the partnership team and the body, following the completion of the self assessment exercise. It should capture all conclusions drawn by the data and any additional answers .

This should include:

- Indication of the themes that require further review or actions, if any.
- Any relevant conclusions to be drawn from answers marked in **RED**
- Any relevant conclusions to be drawn from the free text boxes
- Any wider context that impacts on the responses and outcomes of the theme
- Whether the conclusions drawn here help to support the need for a wider review of the body.

Basic Information and Core Questions	Q No	Conclusions
Basic Information	01-09	
Core Questions		
Function	10-11	
Form	12-13	

Effectiveness	Q No	Conclusions
Outcomes for citizens	14-17	
Performance	18-29	
Future Generations	30	
Welsh Language	31	
Anti-Racist Wales	32	
Net Zero	33	

Efficiency	Q No	Conclusions

Financial Management	34-42	
Benchmarking Costs	43	
Digitisation	44-47	
Workforce	48-54	

Governance	Q No	Conclusions
Purpose, Leadership and Effectiveness	55-60	
Appointments, Skills and Training	61-65	
Conduct and Behaviour	66-71	
Effectiveness	72-78	
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Accountability	Q No	Conclusions
Effective Partnership	83-88	
Accountability to Welsh Ministers	89-92	
Accountability to Senedd Cymru	93	