



Corporate Director	Noelwyn Daniel
Directorate :	Strategy and Corporate Services
Head of Service/s;	Craig Griffiths
Division/s :	Legal and Democratic Services

## INTRODUCTION

### Purpose of this Plan

The plan is a key level (strand) in the 'Golden Thread' of the council's Corporate Performance Management Framework and provides an overview of the service/division/directorate. The delivery plan should:

- Set key actions and measures that the service/division/directorate will deliver to make progress against the Corporate Plan's Well-being Objectives and Transformation Programmes.
- Set out the support required by the services from the Enabling Programme to deliver actions.
- Set the direction of travel and translate into individual staff objectives/targets.
- Provide an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.



## Functions, Purpose and Vision of Legal and Democratic Services

The Legal and Democratic Services Section comprises a number of sections, which collectively come together to meet the various requirements of the service:

- Monitoring Officer – to ensure the Council, its officers and its elected Councillors maintain the highest standards of conduct in all they do as stipulated in the Local Government and Housing Act 1989
- Safeguarding Legal Services – to advise the Social Services Directorate on all aspects relating to its childcare social services and adult social services functions including all safeguarding matters and related court proceedings.
- Property – To undertake all non-contentious legal work in respect of the Council’s Estate Management functions and to undertake the preparation of all statutory agreements including highway agreements, planning agreements and all property related functions
- Litigation –To provide advice to the directorates of the Council in respect of all contentious matters and provide advice in respect of Licensing, Employment law, Environmental Law, Environmental health and public protection, Freedom of Information and Data Protection, Enforcement and Prosecutions, Education and all contentious areas such as judicial reviews.
- Business Support – to provide support to the Legal Services section in all areas of business administration, to assist the Chief Executive Directors with information governance responsibilities and complaints and to undertake the local land charge function of the Council.
- Register Office – to undertake all registration services for births, marriages (including civil partnerships), deaths and citizenship matters in accordance with registration laws.
- Legal Regulatory Services – to oversee the licensing function, commons registration and rights of way functions of the Council in accordance with appropriate laws and processes.
- Commercial and Governance – to ensure legal compliance and set out best practice for procurement across the Council, ensuring that all procurement activities operate within the context of value for money, efficiency and continuous improvement, and supports the Council’s aims and objectives; undertakes the legal work in relation to all of the Council’s commercial arrangements and joint working initiatives; and to ensure data protection legal compliance and set out best practice for information governance, ensuring that the storage and processing of personal data satisfies legislative requirements. The Council’s Head of Legal and Democratic Services acts as the Statutory Data Protection Officer.
- Democratic Services – to be responsible for providing co-ordination and administration of the Council’s Committee System, in accordance with statutory and/or constitutional provisions. This includes managing the Council’s democratic processes including all Executive Forward Work Programmes, the development of Member Support Services/Facilities and ICT systems. The service supports the Executive and Regulatory functions of the Authority, including all Joint Committees. In addition, it provides secretariat to scrutiny meetings. The



Scrutiny Team is responsible for providing co-ordination and administration of the Council's Scrutiny function, in accordance with statutory and/or constitutional provisions. This includes ensuring the effective delivery of the Council's scrutiny work programmes and Member Development Programme and supporting both elected Members and officers with all issues on the scrutiny process

- Electoral Services – to be responsible for providing the following core services: Electoral Registration project planning and services, Election Management project planning and services, Management of Polling District, Place and Station Reviews, Overseeing the conduct of Boundary Reviews. In addition the team, on behalf of the Counting/Returning Officer, engage with the electorate, political parties, candidates, agents and elected representatives to ensure the effective management of the electoral services function, including registration, absent voting and the conduct of elections and referenda.

The purpose and vision of the Legal and Democratic Services Section is as follows:

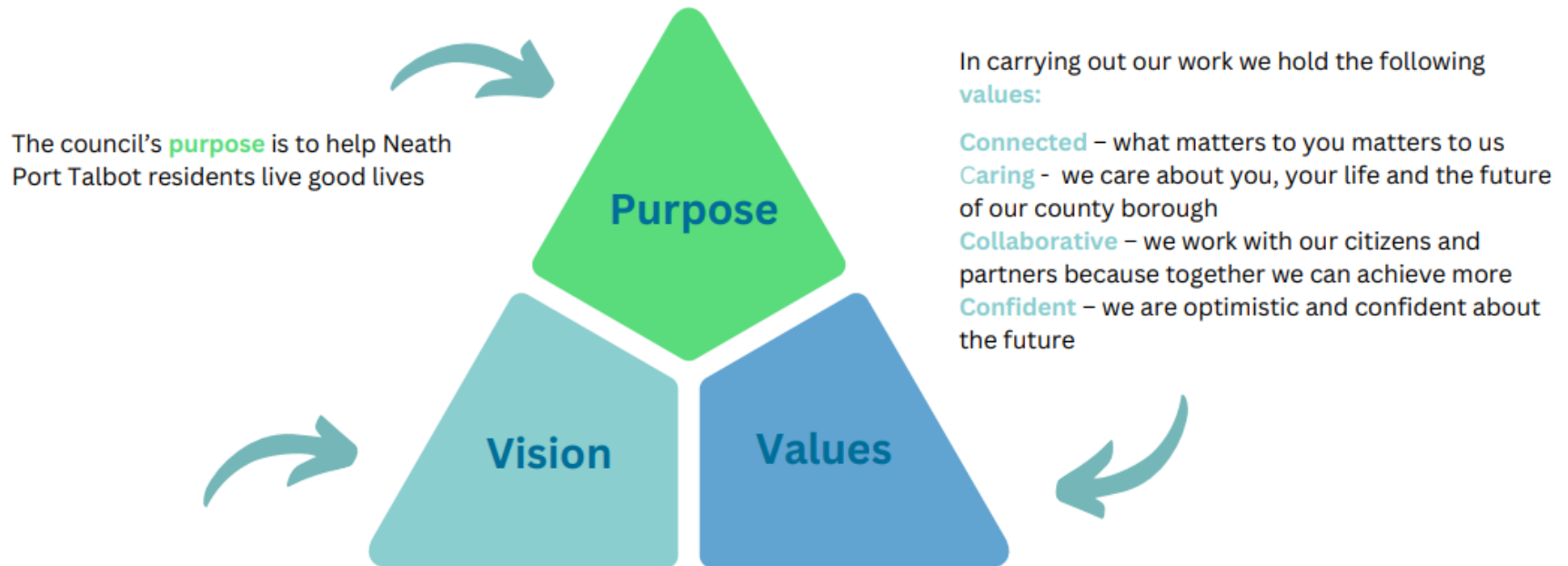
- To ensure that the Council has an appropriate, fit for purpose, safe and legal framework in place and the Legal Services section is a resilient, cost effective, adaptive, forward looking service which is well regarded by others and capable of responding to the challenges faced by individual directors providing advice and support to them when requested.
- To provide a fast, efficient, accurate and professional service to all clients whether members of the Legal/ Conveyancing profession or the general public and maintain an up to date Land Charges Register, an efficient and cost effective mail support service for the whole authority including the commitment to digital mailroom functions and provide an efficient and effective administrative service to all our sections within the Legal Services Division, Finance Division and Chief Executive's Directorate. We aim to maintain and monitor progress with electronic services and make sure service delivery is of a high standard
- To ensure that the Council has a proactive licensing regime in respect of compliance with all regulatory work with safeguarding of the public to be key focus with ongoing engagement with stakeholders
- To ensure that the Council ensures legal compliance of data usage and actively uses data to ensure the best results for the residents of Neath Port Talbot.
- To ensure that the Council has a modern, supportive, sympathetic and dedicated registration service providing maximum choice to service users who access the service.
- To ensure that the Council has a legally compliant democratic and electoral process ensuring decisions stand subject to challenge and/or scrutiny, with the public having confidence in decision making and are involved in decision making processes with a clear role for officers and members in the process and no overlap and ensuring a legal compliant electoral system is in place in Neath Port Talbot
- To ensure that the Council has legally compliant procurement processes, with an emphasis on ethical procurement principles and values and supports the employment of local people and development of local businesses to the maximum extent possible



NPT Corporate Plan 2024-2027: Working towards a more prosperous, fairer and greener NPT

## Purpose, Vision and Values

We have tested our existing purpose, vision and values as part of our review process and have concluded that they remain relevant.



Our **vision** is to give every child the best start in life; that every community is thriving and sustainable; that our environment, heritage and culture can be enjoyed by future generations; and that local people have the skills to access well paid, sustainable jobs in the local green economy.



## WELL-BEING OBJECTIVES

**Well-being Objective 1** - All children get the best start in life

**Well-being Objective 2** - All communities are thriving and sustainable

**Well-being Objective 3** - Our local environment, heritage and culture can be enjoyed by future generations

**Well-being Objective 4** - Jobs and skills – local people are skilled and can access high quality, green jobs

## TRANSFORMATION PROGRAMMES

**Programme 1** - Education, Early Years & Lifelong Learning

**Programme 2** - Children's Social Services

**Programme 3** - Housing & Community Development

**Programme 4** - Adult Social Care

**Programme 5** – Neighbourhood Management & Regeneration

**Programme 6** - Responding to the Climate & Nature Emergency

**Programme 7** – Deliver a Strong Tourism, Leisure and Culture Offer

**Programme 8** – Supporting Business and Attracting Investors

**Programme 9** - Skills and Employability for Local People

## ENABLING PROGRAMME

POD **People**

DS **Digital**

AST **Assets**

FS **Financial Stability**

GOV **Governance**

ENG **Engagement**



## **Service / Division /Directorate Structure**

Please include the organisational structure for the service/division covered by this plan.

Director – Noelwyn Daniel

Head of Service – Craig Griffiths

Monitoring Officer – Craig Griffiths

Safeguarding Legal Services – Stacey Coe

- Number of FTE: 18

Property – Gareth Griffiths

- Number of FTE: 8

Litigation – Mike Shaw

- Number of FTE: 7

Business Support – Ali Forbes

- Number of FTE: 8

Register Office – Sharon Thomas

- Number of FTE: 5

Legal Regulatory Services – Neil Chapple

- Number of FTE: 7

Commercial and Governance – Katie Lewis

- Number of FTE: 3

Corporate Procurement – Sarah Foster

# Delivery Plan 2024-2027



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

- Number of FTE: 6  
Democratic Services – Stacy Curran
- Number of FTE - 8  
Elections – Rhys George
- Number of FTE - 3

Budget	2023-2024 Actual	2024-2025	2025-2026
		Latest Figures	Estimate
<b>Legal Services Division - Total Budget</b>			
<b>Expenditure</b>	7,031,455	7,441,157	7,441,157
<b>Income</b>	-1,501,653	-1,968,297	-1,968,297
<b>Net</b>	5,529,802	5,472,860	5,199,217
<b>Savings Targets</b>	0	0	-273,643
<b>Legal Services</b>			
<b>Expenditure</b>	1,711,654	1,726,895	1,726,895
<b>Income</b>	-562,479	-674,930	-674,930
<b>Net</b>	1,149,175	1,051,965	999,367
<b>Savings Targets</b>			-52,598
<b>Legal Services - Land Charges</b>			

# Delivery Plan 2024-2027



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

<b>Expenditure</b>	132,099	134,449	134,449
<b>Income</b>	-128,208	-163,668	-163,668
<b>Net</b>	3,891	-29,219	-27,758
<b>Savings Targets</b>			1,461
Legal Services - Safeguarding			
<b>Expenditure</b>	889,964	1,102,241	1,102,241
<b>Income</b>	11	-157,000	-157,000
<b>Net</b>	889,975	945,241	897,979
<b>Savings Targets</b>			-47,262
Commercial & Governance (Including Procurement)			
<b>Expenditure</b>	583,493	647,135	647,135
<b>Income</b>	-140,896	-151,457	-151,457
<b>Net</b>	442,597	495,678	470,894
<b>Savings Targets</b>			-24,784
Licensing			
<b>Expenditure</b>	332,436	345,321	345,321
<b>Income</b>	-270,397	-387,480	-387,480
<b>Net</b>	62,039	-42,159	-40,051
<b>Savings Targets</b>			2,108
Registrars Service			



# Delivery Plan 2024-2027



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

<b>Expenditure</b>	253,769	258,826	258,826
<b>Income</b>	-211,470	-253,602	-253,602
<b>Net</b>	42,299	5,224	4,963
<b>Savings Targets</b>			-261
Coroners Service			
<b>Expenditure</b>	362,060	353,039	353,039
<b>Income</b>	0	-50,000	-50,000
<b>Net</b>	362,060	303,039	287,887
<b>Savings Targets</b>			-15,152
Democratic Services - Elections Admin			
<b>Expenditure</b>	282,578	259,084	259,084
<b>Income</b>	-72,224	-45,000	-45,000
<b>Net</b>	210,354	214,084	203,380
<b>Savings Targets</b>			-10,704
Electoral Registration & Elections			
<b>Expenditure</b>	169,758	149,197	149,197
<b>Income</b>	-28,630	-12,919	-12,919
<b>Net</b>	141,128	136,278	129,464
<b>Savings Targets</b>			-6,814
Scrutiny Services			

# Delivery Plan 2024-2027



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

<b>Expenditure</b>	470,947	491,110	491,110
<b>Income</b>	-87,360	-72,241	-72,241
<b>Net</b>	383,587	418,869	397,926
<b>Savings Targets</b>			-20,943
Democratic Services			
<b>Expenditure</b>	1,842,697	1,973,860	1,973,860
<b>Income</b>	0	0	0
<b>Net</b>	1,842,697	1,973,860	1,875,167
<b>Savings Targets</b>			-98,693



## The Sustainable Development Principle

As part of the Well-being of Future Generations Act (Wales) 2015 we need to ensure that we carry out sustainable development as part of improving the economic, social, environmental and cultural well-being of Neath Port Talbot. Corporately we are required throughout the year to provide examples of where the council uses the 'sustainable development principle' in all that we do'. This section will minimise future request for information.

Please assess below where you think you are as a service/division/directorate are using the 5 ways of working in your planning, and delivery, of your services.

Key: 1 - Developing 2 - Developing moving towards Mature 3 - Mature 4 - Mature moving towards Leading 5 - Leading	1	2	3	4	5	Provide examples to evidence your assessment
<b>5 ways of working</b>	✓	✓	✓	✓	✓	
<b>Collaboration</b> - Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.				✓		<p>We regularly engage with directorates to provide legal support to all areas of the Council and seek to work with sections from an early stage of their work to assist and advise.</p> <p>We collaborate with other local authorities (Register Offices/Crematoriums/Monitoring Officers/Legal Officers/Dem Services Officers/Electoral Organisations/Licensing Networks/Data Protection Groups/WLGA National Procurement Network) in respect of our service areas (both regionally and nationally) in order to share best practice and look at ways we can improve arrangements for the Council.</p>



					<p>We liaise with statutory regulators (GRO/Ombudsman/Information Commissioner/Audit Wales) in respect of all service areas to ensure compliance with responsibilities.</p> <p>We engage with elected members to ensure that services continue to meet their needs and services are designed to ensure they can fulfil their elected responsibilities.</p> <p>We regularly liaise with regional partners in respect of statutory bodies such as the Corporate Joint Committee and the Swansea Bay City Deal. We underpin joint working initiatives via the provision of associated legal advice and agreements.</p> <p>We actively participate in complaint forums to understand service delivery issues throughout the Council and take best practice to the work that we undertake.</p> <p>We consistently engage with recognised industry bodies and organisations who represent service users and stakeholders to ensure we are regularly meeting needs of the community.</p> <p>We actively engage with Town and Community Councils providing advice and support in respect of service areas.</p>
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<p><b>Integration</b> - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>			✓	<p>All service provisions is designed to ensure that key legislative provisions are met whilst at the same time ensuring the Council's wellbeing priorities sit at the heart of decision making.</p>
<p><b>Involvement</b> - The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p>			✓	<p>We regularly engage with directorates to provide legal support to all areas of the Council and seek to work with sections from an early stage of their work to assist and advise.</p> <p>We collaborate with other local authorities (Register Offices/Crematoriums/Monitoring Officers/Legal Officers/Dem Services Officers/Electoral Organisations/Licensing Networks/Data Protection Groups/WLGA National Procurement Network) in respect of our service areas (both regionally and nationally) in order to share best practice and look at ways we can improve arrangements for the Council.</p> <p>We liaise with statutory regulators (GRO/Ombudsman/Information Commissioner/Audit Wales) in respect of all service areas to ensure compliance with responsibilities.</p> <p>We engage with elected members to ensure that services continue to meet their needs and services are designed to ensure they can fulfil their elected responsibilities.</p> <p>We regularly liaise with regional partners in respect of statutory bodies such as the Corporate Joint Committee and the Swansea Bay City Deal. We underpin joint</p>



					<p>working initiatives via the provision of associated legal advice and agreements.</p> <p>We actively participate in complaint forums to understand service delivery issues throughout the Council and take best practice to the work that we undertake.</p> <p>We consistently engage with recognised industry bodies and organisations who represent service users and stakeholders to ensure we are regularly meeting needs of the community.</p> <p>We actively engage with Town and Community Councils providing advice and support in respect of service areas.</p> <p>We have developed in conjunction with other service areas a Participation Strategy which enables members of the NPT locality to participate in democratic services processes and we have revised our scrutiny arrangements to encourage greater transparency and increase public participation in decision making.</p>
<p><b>Long term focus</b> - The importance of balancing short-term needs with the need to safeguard the long term needs.</p>				<p>✓</p>	<p>The team has clear priorities to deliver during the year and effectively completes them in line with legislative and other requirements. However, there has been insufficient staffing resources recently to comfortably manage increased workloads putting a strain on existing staff.</p>



					<p>New posts have been created which will help resolve capacity and workload issues that have arisen from significant increases in work for the team due to the pandemic; the new Local Government &amp; Election Act legislation and also addressing historic gaps in capacity.</p> <p>This needs to be monitored in the short to medium term to identify if these additional resources are adequate once the requirements of the directorates in respects of their implementation of the corporate plan are known. Further work needs to be undertaken to ensure the team has robust succession planning arrangements in place for the longer term. Employees undergo regular one to one supervision with the manager and are clear on their roles. Team meetings take place regularly. Staff well-being is discussed at supervision, along with Health &amp; Safety matters. Staff are actively encouraged to pursue support mechanisms promoted by the Council's HR and Health &amp; Safety Teams.</p> <p>The team are made aware of all policies and advised of internal training courses etc. to maximise and improve employee well-being. However, there are reduced opportunities for employee training and development due to capacity and heavy workloads. In addition, short term home working arrangements are having both a positive and negative impact on staff. Any negative impacts are discussed in 1:1's with the Head of Service and Accountable Manager and actions put in place where appropriate.</p>
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					<p>The team make decisions based on relevant information whether it be via legislation, research, feedback, performance data etc., however capacity issues within the team has impacted on setting aside adequate time for planning and research and development to improve internal processes. Where possible, and where capacity allows, the team use best practice and information gained from collaboration and meetings with other services/organisations to improve our service.</p> <p>The team has risks relating to service areas set out in the corporate risk registers are reviewed quarterly and every legal transaction undertaken is assessed for risks so these can be identified and actioned on. The risks have been reviewed and updated as part of this service recovery plan process. The team has also reviewed and updated weaknesses and threats within its SWOT analysis. Most of the work, in the form of plans and reports are reported to and scrutinised by Members via Cabinet and/or Council and recommendations from members are considered. The team also addresses any recommendations arising from external regulators. Any identified governance improvement areas relating to the work of the team are identified in the Annual Governance Statement which is reviewed on an ongoing basis by the Corporate Governance Group and reported in the Statement of Accounts.</p>
<p><b>Prevention</b> - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives</p>				✓	<p>As a team, we continue to deliver our priorities ensuring we maintain the standards to meet our purpose and vision.</p>





						<p>To do this, we will:</p> <ul style="list-style-type: none"><li>• Improve internal planning and communication arrangements, by use of a shared Team calendar/work planner.</li><li>• Share work priorities/projects so deadlines and times of pressure can be identified easily by the team. Including Budget awareness</li><li>• Make better use of technology to improve communication by using new platforms such as Teams Channels and Yammer to publicise any significant legal impacts that officers must be aware of</li><li>• Review current arrangements with a view to improve accessibility of legal advice and support through use of improved digital tools and research.</li><li>• Provide enhanced training for the team</li><li>• Deliver training for accountable managers in respect of key legal provisions.</li><li>• Implement requirements of legislative provisions coming from both Welsh and UK Governments</li><li>• Utilise knowledge and expertise of new officers in post and simultaneously improve capacity of existing staff</li><li>• Ensure a more structured approach to the use of feedback to inform review and revision of advice and support documents</li><li>• Use outcomes of the advice and work undertaken to directorates to inform any necessary revision</li></ul>
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						<p>of the tool and associated guidance and identify any training needs</p> <ul style="list-style-type: none"><li>• Engage with our client directorates on a regular basis to ensure appropriate support is being provided and seek regular feedback.</li></ul>
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## Actions & Measures for 2024-2025

### Key Actions

Please list below actions which will support the delivery of the well-being objectives and transformation programmes.

Actions	2024-2025	2025-2026	2026-2027	Responsible Officer/s	WBO 1	WBO 2	WBO 3	WBO 4	T. Prog. 1	T. Prog. 2	T. Prog. 3	T. Prog. 4	T. Prog. 5	T. Prog. 6	T. Prog. 7	T. Prog. 8	T. Prog. 9	Enabling	WBO -3 Year Aim/s	Enabling Prog. – Request for support
<b>Specific actions to support wellbeing objectives and transformation programmes</b>																				
Provide support to Transport Colleagues and undertake procurement advice and support in respect of home to school transport contracts	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Sarah Foster	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1.1 and 1.7	
Provide legal advice to Education Directorate and oversee contract delivery of new build schools.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Craig Griffiths	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1.2	
Undertake prosecution work on behalf of Education Directorate in respect of non-attendance at schools.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Mike Shaw	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1.7	
Provide legal support to social services directorate and undertake public law	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Stacey Coe	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1.1 – 1.15 and	



childcare work as required.																			2.1-2.5	
Provide legal support to Housing and Community Safety in respect of housing obligations and undertake any conveyancing work appropriate to meeting needs.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Gareth Griffiths	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1.1 – 1.15 and 2.1-2.5	
Provide legal support to social services directorate and undertake any adult safeguarding legal work as required.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Stacey Coe	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1.1 – 1.15 and 2.1-2.5	
Provide legal support in respect of the acquisition of land, highways work, planning work to meet regeneration obligations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Gareth Griffiths	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	4.1-4.8	
Ensure a procurement strategy and delivery plan are in place to ensure sustainability and decarbonisation is at the heart of procurement processes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Sarah Foster	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	4.1-4.8	
Provide legal advice and support to all service areas in respect of contractual advice,	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Craig Griffiths	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3.1-3.8	





Provision of Legal advice and support to all areas of Council services to ensure legal compliance can be achieved in meeting wellbeing objectives	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Craig Griffiths Mike Shaw Katie Lewis Stacey Coe Gareth Griffiths	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All	
Provision of a Democratic Services function to ensure decision making is taken in a legal manner and meets democratic requirements and members are supported to ensure they can take decisions at the appropriate time that are safe and legal.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Stacy Curran	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All	
Provision of an electoral registration service to ensure local people are able to participate in democratic service processes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Rhys George	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All	
Provision of a statutory licensing, commons and rights of way of service to ensure legal obligations are met and safeguarding is paramount in activities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Chapple	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All	
Provision of a statutory registration service to	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Sharon Thomas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	All	





## Performance Measures

Please list below measures which will support the delivery of the well-being objectives and transformation programmes.

Measures	2024-2025	2025-2026	2026-2027	Responsible Officer/s	WBO 1	WBO 2	WBO 3	WBO 4	T. Prog. 1	T. Prog. 2	T. Prog. 3	T. Prog. 4	T. Prog. 5	T. Prog. 6	T. Prog. 7	T. Prog. 8	T. Prog. 9	Enabling	WBO -3 Year Aim/s
Number of successful judicial reviews or challenges to decision making	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Craig Griffiths	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Number of successful legal challenges in the Courts to contract awards made by the Council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Craig Griffiths	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Response to Freedom of Information requests dealt with by the Chief Executives Directorate and Subject Access Requests within the statutory defined periods	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Ali Forbes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Percentage of Local Government Electors (via routes) verified and registered to vote Route 1 – DWP and local data matching Route 2- Unmatched properties Route 3 – Properties of multiple occupation i.e. residential care homes and student accommodation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Rhys George	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2.5
Percentage of standard searches carried out within 10 working days	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Ali Forbes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Number of fines imposed by the Information Commissioners Office in respect of data breaches	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Craig Griffiths	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Percentage of births registered within 42 days	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Sharon Thomas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	





Percentage of still births registered within 42 days	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Sharon Thomas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Percentage of deaths (with no coronial involvement) registered within 5 days	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Sharon Thomas	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Percentage of Licensing Act 2003 applications completed within statutory timescales.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Chapple	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Percentage of premises licensed under the Gambling Act 2005 receiving at least one compliance inspection	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Chapple	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Percentage of premises authorised for firework storage receiving at least one compliance inspection	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Chapple	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Percentage of animal welfare (dog breeding, animal boarding, pet shops, riding establishments) licensed premises receiving at least one compliance inspection	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Neil Chapple	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Land Charges - CP/104 - 7.7(L) - % of standard searches carried out within 10 working days (Part A Top Number of searches within 10 working days -Part B Bottom – Number of searches in total)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Ali Forbes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	



## Risk Register

Risk Title	Date From	Date to	Risk rating	
			Original	Latest
<b>Risk 1:</b> Unplanned or long term loss of key staff due to sickness/leaving authority. Fixed structure and pay limit opportunities, and lawyers vulnerable to 'poaching.' Lower pay than many surrounding authorities	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2027	6	3
<b>Risk action 1:</b> Completion of Succession Planning Toolkit to inform further mitigating actions			N/a	N/a
<b>Risk 2:</b> Difficulty in meeting capacity to meet significant demand for support with service delivery improvement.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2027	6	3
<b>Risk action 1:</b> Regular and early engagement with Directorates to program demands and meet timescales, identifying a set of priority arrangements			N/a	N/a
<b>Risk 3:</b> The Council's decision making and protocols do not meet statutory requirements	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2027	6	3
<b>Risk action 1:</b> Regular review of decision making processes to ensure they meet statutory requirements			N/a	N/a
<b>Risk action 2:</b> Early engagement with directorates when considering taking decisions on any matter to ensure legal processes and procedures are followed from an early date.			N/a	N/a
<b>Risk 4:</b> Animal Welfare Function being centralised by Welsh Government and the significant risk to workloads and income arrangements.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2027	6	3
<b>Risk action 1:</b> Regular liaising with Welsh Government and industry to understand full scale of proposals			N/a	N/a
<b>Risk 5:</b> Introduction of Special Procedure Laws in Licensing Regime and difficulty in determining impact of potential changes on Licensing team	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2027	6	3
<b>Risk action 1:</b> Regular liaising with Welsh Government and industry to understand full scale of proposals			N/a	N/a



<b>Risk action 2:</b> Early engagement with stakeholders and national organisations (i.e. Welsh Government and WLGA) to have early indication of current changes to ensure they can be resourced and implemented appropriately with ongoing consideration to how the service is best placed to respond.			N/a	N/a
<b>Risk 6:</b> Continued increase in work is not matched by increased income –leading to non-delivery of performance, reduced staff morale, loss of confidence by stakeholders	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2027	6	3
<b>Risk action 1:</b> Completion of Succession Planning Toolkit to inform further mitigating actions			N/a	N/a
<b>Risk action 2:</b> Early engagement with directorates when considering taking decisions on any matter to ensure legal processes and procedures are followed from an early date.			N/a	N/a
<b>Risk Action 3:</b> Ongoing dialogue with directors to ensure legal and democratic services are meeting the needs of individual directorates			N/a	N/a
<b>Risk 7:</b> Home working could lead to feelings of isolation	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2027	6	3
<b>Risk action 1:</b> Accountable Managers to ensure HR related protocols are followed and regular contact had with officers within their team to ensure wellbeing and welfare is paramount in work activity.			N/a	N/a
<b>Risk 8:</b> If officers and members do not adhere to appropriate steps to be undertaken when making decisions, THEN the Council may be challenged on making unlawful decisions which could cause reputational damage	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2027	6	3
<b>Risk action 1:</b> Regular review of decision making processes to ensure they meet statutory requirements			N/a	N/a
<b>Risk action 2:</b> Early engagement with directorates when considering taking decisions on any matter to ensure legal processes and procedures are followed from an early date.			N/a	N/a
<b>Risk 9:</b> Implementation of Procurement Reform and increased obligations in respect of procurement functions throughout the Council	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2024	6	3



<b>Risk action 1:</b> Regular liaising with Welsh Government and industry to understand full scale of proposals			N/a	N/a
<b>Risk action 2:</b> Development of NPT Procurement Strategy and measured delivery plan to introduce changes necessary in organization to meet demands			N/a	N/a
<b>Risk 10 Transfer of Land Charges function from local authorities to HM Land Registry and potential income losses and complexities service change will bring</b>	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2024	6	3
<b>Risk action 1:</b> Regular contact with Land Registry to ensure process progresses with the minimal impact and support to be provided to staff to assist in the transition arrangements.			N/a	N/a
<b>Risk 11:</b> Working with members and the need to ensure members are prepared and trained to undertake the challenges they face and Council can continue to meet its overview and scrutiny functions.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2023	6	3
<b>Risk action 1:</b> Ensure that Member Induction and ongoing training is completed and regularly assessed to ensure training needs are being met.			N/a	N/a
<b>Risk action 2:</b> Ongoing monitoring and review of scrutiny arrangements to ensure they meet statutory requirements			N/a	N/a
<b>Risk 12:</b> Implementing the hybrid elements of public participations and the risk that it might potential fail during important decision making	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2027	6	3
<b>Risk action 1:</b> Regular engagement with members to ensure they are fully trained and supported in participating in hybrid meetings and development close relationships with Digital Services to ensure support needs are being met.			N/a	N/a
<b>Risk 13:</b> If personal/ sensitive information is unlawfully disclosed THEN there will be major financial penalty and loss of public confidence.	1 <sup>st</sup> April 2024	31 <sup>st</sup> March 2027	6	3
<b>Risk action 1:</b> Continued training and refresher training for officers on Data Protection responsibilities			N/a	N/a



<b>Risk action 2:</b> Continued targeted training; provision of encryption technology; access to secure email transmission and receipt.		N/a	N/a
<b>Risk action 3:</b> GDPR Compliance Group meets as required to consider individual reported cases		N/a	N/a