

Divisional Delivery Plan 2023-2024

ICT and Corporate Policy



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INTRODUCTION

Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides 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.

Divisional Structure

Head Of Service – Noelwyn Daniel



Corporate Policy

Gwyneth Ayers



Applications & Business Transformation

Julian N Williams



ICT Operations & Governance

John Williams



Indication of staffing levels

Corporate Policy	Applications & Business Transformation	ICT Operations & Governance
17	29	40

Budget 2023/2024

	Information Technology	Welsh Language	Chief Executive - Policy	Public Service Bodies	Armed Forces and Remembrance	Total
Expenditure	7,277	136	904	6	5	8,329
Income	-6,304	-171	-980	0	0	-7,455
Net	973	-34	-76	6	5	874

Introduction by Head of Service

ICT Services

This Business Unit has three key strategies underpinning our service delivery. Namely the Digital Transformation Strategy 2021-2024, the Digital Technology and Digital Schools Strategies; which both are currently under revision this year. Key areas of work covered by the unit are as follows:



- Core Network and Infrastructure (Data and Telephony)
- Facilitate the delivery of the DTSG Work Program and Funding (Digital Transformation Steering Group)
- Application Development
- Systems Support for Business-Critical Systems
- Workforce / Operational Support (Hardware / Software)
- Schools Operational and Strategic ICT Support
- I.T. Procurement function

Our purpose is to engage with and understand our customers to help them deliver effective services

Corporate Policy

This Business Unit leads on a range of corporate statutory duties and strategic requirements on behalf of the whole Council. This is done by liaising with and advising Council departments and Cabinet on a range of corporate matters. As a unit we have an agreed purpose, that being 'Getting it right: supporting, advising and challenging to ensure sustainable quality services'. The key areas of work covered by the unit are as follows:

- **Corporate Policy** requirements relating to Equalities, Welsh language, Well-being of Future Generations, Armed Forces, Tackling Poverty and Complaints.
- **Performance Management** making sure we achieve what we set out to do in our Corporate Strategy and Well-being Objectives and through monitoring ensuring outcomes are better than they would otherwise be.
- **Data Insight** leading in the management, collection and analysis of key data to aid evidence-based decision making and supporting key policy areas.
- **Partnership working** between public sector organisations in the County, through the Public Services Board (PSB) including community safety.

Cabinet Members Responsible

	Cabinet portfolio areas relevant to this delivery plan:	Scrutiny
	<p>Leader – Cllr Darren Price Corporate Strategic Planning, Public Services Board, Local Government and Elections (Wales) Act 2021</p>	Corporate Performance and Resources Scrutiny
	<p>Cabinet Member for Organisation and Workforce – Cllr Philip Hughes Equalities – Policy and Workforce, Performance Management, Business and Service Improvement, Audit Wales, I.C.T. Digital Service Delivery, Police Relations, Counterterrorism and Security Act 2015, Armed Forces Champion, Community Cohesion and Tackling Extremism, Socio Economic Duty, Corporate Delivery of Priorities, Community Leadership, Anti-Slavery and Ethical Employment Champion, Complaints</p>	Corporate Performance and Resources Scrutiny
	<p>Deputy Leader and Cabinet Member for Homes – Cllr Linda Evans Tackling Poverty and Cost of Living Lead, Councillors ICT Service Lead, Corporate Governance, Covert Surveillance, FOIA and Data Protection</p>	Communities, Homes and Regeneration Scrutiny
	<p>Cabinet Member for Rural Affairs and Planning Policy – Cllr Ann Davies Rural Affairs and Community Engagement, Equalities – Community</p>	
	<p>Cabinet Member for Regeneration, Leisure, Culture and Tourism - Cllr Gareth John Town and Community Councils</p>	
	<p>Cabinet Member for Education and Welsh Language - Cllr Glynog Davies Development of the Welsh Language / Standards Reporting</p>	Education, Young People and The Welsh Language Scrutiny

National drivers/expectations for service area (strategy & policy)

Legislation

Well-being Of Future Generations Act 2015
Local Government and Elections (Wales) Act 2021
Welsh Language Standards under s44 Welsh Language (Wales) Measure 2011
Equality Act 2010
Crime & Disorder Act (1998)
National Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act
Armed Forces Act 2021

Freedom of Information Act 2000
Environmental Information Regulations 2004
Section 60 of the Local Government (Wales) Act 1994 - (relating to records management)

Strategies and Policies

Corporate Strategy (incorporating Well-being Objectives) 2022-28
Performance Management Framework
Welsh Language Promotion Strategy
Strategic Equality Plan 2020-24
Carmarthenshire's Well-being Plan 2018-23
Complaints Policy

The Digital Transformation Strategy 2021-2024
The Digital Technology Strategy 2022-2025
The Digital Schools Strategy 2022-2025

Divisional Delivery Plan

How the division supports the Corporate Strategy and Well-being Objectives of the Council.

Note the Cabinet's Vision Statement commitments that we help deliver are identified with their numbers e.g. V92 & V93 below

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
1	Digital lead for the Pentre Awel (Llanelli Wellness) Site Development.	31/03/2024	Matthew Jenkins	
b	Service Priority - Early years			
	Non applicable			
c	Service Priority - Education			
1	We will continue to improve the condition, suitability and ICT resources within schools and ensure all schools have the latest digital technologies and infrastructures in place to deliver 21st century education.	31/03/2024	John Williams	
2	Sub-Actions:			
3	Continued management and monitoring of the HWB and HWB Sustainability Programmes.	31/03/2024	Matthew Jenkins	
4	New Schools Builds (Gorslas, Pembrey, Y Castell)	31/03/2024	Matthew Jenkins	
5	Ysgol Rhydygors Refurbishment & Rebranding	31/03/2024	Matthew Jenkins	
6	Migration of supported School Websites to Google Sites	31/03/2024	Ben Grice	
7	Implementation of Education Digital Standards	31/03/2024	Matthew Jenkins	
8	Roll-out of Tablet devices for Schools Catering. (As part of providing responsive ICT support and expertise to all staff, elected members and schools at all times. To ensure they have a safe, secure, up-to-date and fit for purpose I.T. provision to carry out their work and duties effectively.)	31/03/2024	Lynn Price	
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
2A	Theme: Tackling Poverty			
1	Appoint a Cabinet Member to lead on the Tackling Poverty Agenda. V92	30/04/2023	Gwyneth Ayers	Cabinet Vision Statement
2	Review the Terms of Reference of the Tackling Poverty Advisory Panel to ensure that they have the necessary scope to undertake a review of the work required in relation to Tackling Poverty. V93	30/04/2023	Gwyneth Ayers	Cabinet Vision Statement

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
3	Request that the Tackling Poverty Advisory Panel immediately begins an additional strand of work in relation to the current cost of living crisis. V94	30/04/2023	Gwyneth Ayers	Cabinet Vision Statement
4	We will implement and update the Tackling Poverty Plan to respond to the current challenges faced by residents and communities <i>(replaces Action 14905 currently on PIMS)</i>	31/09/2023	Gwyneth Ayers	
5	We will implement our response to the recommendations of the Audit Wales report on Poverty	31/03/2024	Gwyneth Ayers	
6	Further develop and update the Poverty Profile of Carmarthenshire	31/03/2024	Rachel Clegg	
7	Roll-out of Wi-Fi Across all our Care Home and Sheltered Housing sites.	31/03/24	Jonathan Roberts	
8	Implementation of a new Cloud Contact Centre, Telephony and Alarm Monitoring solution for Delta Wellbeing	31/03/2024	Lynn Price	
2B	Service Priority - Housing			
1	Replacement Cloud System for Housing (OHMS)	31/03/2024	Janis Davies	
2C	Service Priority - Social Care			
1	Implementation of a new Social Care Cloud System (Eclipse) for Children's and Adult Services.	31/03/2024	Janis Davies	
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
3A	Theme: Economic Recovery & Growth			
1	Continue to build on Carmarthenshire's status as a sustainable food place and in collaboration with other partners, develop a community food strategy to encourage the production and supply of locally sourced food in Wales. V85	31/03/2024	Gwyneth Ayers	Cabinet Vision Statement
2	We will ensure that the Council fully engages with the Carmarthenshire Public Services Board programme which is looking to develop opportunities for public sector procurement of locally produced and supplied food as well as ways the public sector can support local food producers to establish, develop and grow their businesses. If this approach is deemed successful and appropriate it could be extended to enable local procurement of other public sector goods and services which will in turn support the Carmarthenshire pound. MFR-36	31/03/2024	Gwyneth Ayers	Moving Rural Carms Forward
3	We will ensure that the Council works with Carmarthenshire Young Farmers Clubs Federation to ensure a closer working relationship and support structure in the future. MFR-43	31/03/2024	Gwyneth Ayers	Moving Rural Carms Forward
4	To develop a Community Food Strategy as part of the Carmarthenshire Food Recovery Plan	31/06/2023	Gwyneth Ayers	PSB Well-being Plan
	Measures:			
3B	Theme: Decarbonisation/Climate & Nature Emergency			
1	Support the development of a Net Zero Carbon Profile of Carmarthenshire	31/03/2024	Rachel Clegg	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
2	We will ensure to align and focus to implementing solutions and infrastructure projects that assist and contribute to the Net Zero Carbon by 2030 commitment.	31/03/2024	John Williams	
3C	Theme: Welsh Language & Culture			
1	We will review the County's Welsh Language Promotion Strategy considering the progress to date and the Census 2021 results (<i>Current action 14896</i>)	31/07/2023	Llinos Evans	
2	We will review the current Internal Use of the Welsh language policy (<i>similar to Action 16118</i>)	31/03/2024	Llinos Evans	
3	We will publish a report on the current Welsh Language Promotion Strategy (<i>Action 16113</i>)	30/09/2023	Llinos Evans	
4	We will publish an annual report on the implementation of the Welsh Language Standards for the period 2022/23	30/06/2023	Llinos Evans	
5	We will work with the Marketing & Media Team and other key services to lay the foundations for, and welcome, the Urdd Eisteddfod to Llandoverly in 2023 (<i>Action 16118</i>)	30/06/2023	Llinos Evans	
6	Continue to increase and promote the use of the Welsh language within the administration of the County Council. V90	31/03/2024	Llinos Evans	Cabinet Vision Statement
7	Measure: Number of complaints relating to Welsh Language Standards received (<i>Comp/002</i>)		Kate Harrop	
3D	Theme: Community Safety and Cohesion and resilience			
1	We will ensure that the Council works with Dyfed Powys Police to address rural crime issues affecting the county and to monitor any trends in terms of community cohesion issues. MFR-45	31/03/2024	Kate Harrop	Moving Rural Carms Forward
2	We will ensure the Council fulfils its duties relating to the current Contest Strategy (counter terrorism) and progresses identified actions including those arising from the Prevent Corporate Risk Assessment	31/03/2024	Kate Harrop	
3	We will work with Dyfed Powys Police to support delivery of the Intact Serious Violence & Organised Crime Strategy	31/03/2024	Kate Harrop	
4	We will ensure the Council fulfils its duties relating to the new Serious Violence Duty	31/03/2024	Kate Harrop	
5	Work with the Public Services Board to drive community engagement and good practice in relation to recruitment from Black, Asian and Minority Ethnic communities. V100	31/03/2024	Llinos Evans	Cabinet Vision Statement
6	To work with relevant external groups, to improve representation and signposting for Black, Asian and Minority Ethnic communities on the Council's website. V101	31/03/2024	Llinos Evans	Cabinet Vision Statement
7	Ensuring that Carmarthenshire County Council is a diverse and inclusive organisation. V101	31/03/2024	Llinos Evans	Cabinet Vision Statement
8	Develop focused training for Members on areas relating specifically to equality, diversity, and equity, to be included within Code of Conduct training. V106	31/03/2024	Llinos Evans	Cabinet Vision Statement
9	Support the implementation of the Anti-Racist Wales Action Plan. V87	31/03/2024	Llinos Evans	Cabinet Vision Statement
10	Support campaigns to strengthen the rights of disabled people and tackle the inequalities they continue to face. V88	31/03/2024	Llinos Evans	Cabinet Vision Statement

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
11	Support the publication of the Welsh Government LGBTQ+ Action Plan. V89	31/03/2024	Llinos Evans	Cabinet Vision Statement
12	We will ensure that we embed any relevant recommendations from the Equalities & Diversity (Black Asian Minority Ethnic) Task & Finish Group into the Council's Strategic Equality Plan.	31/03/2024	Llinos Evans	
3E	Service Priority - Leisure & Tourism			
	Actions:			
1	Digital lead for the Pendine Attractor (Hostel, Motorhome Park and Museum) development.	31/03/2024	Lynn Price	
3F	Service Priority - Waste			
	Actions:			
1	Implementation of new Cloud System (Alloy) for Recycling & Waste; including new Back-Office system and On-line Portal for greater Citizen Access and Self-Service.	31/03/2024	Ben Grice	
3g	Service Priority – Highways & Transport			
	Non applicable			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
A	Theme: Organisational Transformation			
	Actions - Organisational Transformation - Service Design & Improvement			
1	To iteratively develop a comprehensive and balanced set of performance measures, indicators and information across all services supporting the Transformation - Service Design and Improvement Workstream	31/03/2024	Rachel Clegg	
	Organisational Transformation - Customers & Digital Transformation			
2	We will act as an enabler and vehicle for transforming the way services across the Council are delivered to customers by increasing opportunities for accessing council services via digital technologies.	31/03/2024	Julian Williams	
	Sub-Actions:			
3	Implement new Cloud Consultation Software with our Citizens, Partners and Staff (Granicus Engagement HQ) in order to improve our corporate consultations both externally and internally.	31/03/2024	Ben Grice	
4	Implementation of a new Web Recruitment System (OLEEO)	31/03/2024	Lynn Price	
5	Implementation of a new Citizen Access Portal for Revenues & Benefits (Council Tax)	31/03/2024	Ben Grice	
6	Implementation of new Cloud System (Alloy) for Recycling & Waste; including new Back-Office system and On-line Portal for greater Citizen Access and Self-Service.	31/03/2024	Ben Grice	
7	Implementation of new Property Services Cloud System (Total Connect) for Housing Repairs ; including new Back-Office system and On-line Portal for greater Citizen Access and Self-Service.	31/03/2024	Ben Grice	
	Measures:			
8	Number of Transactional Council Services available to the public online ICT003	31/03/2024	Julian Williams	

Core Business Enablers: Actions & Measures

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT Services (Delivery of Digital Transformation Strategy Projects)			
1	Continue to embrace and promote agile working, hybrid meetings and new ways of working across the organisation. V108			Cabinet Vision Statement
2	Implementation of a new Staff Desk Booking Cloud Solution including Sensor technology to facilitate Desk Management across our main council buildings and agile working spaces.	31/03/2024	Lynn Price	
3	Roll-out of a Corporate Electronic Signature Solution (DocuSign)	31/03/2024	Lynn Price	
4	Roll-out of SharePoint corporately.	31/03/2024	Jonathan Roberts	
5	Implement new Cloud Engagement Software for Citizens, Partners and Staff (Granicus GovDelivery) in order to improve our corporate engagement both externally and internally.	31/03/2024	Ben Grice	
6	Further increase our use of the latest digital technology to further transform the services delivered by the Council. V110			Cabinet Vision Statement
7	Implement RPA (Blue Prism Cloud) Robotic Process Automation Software for Corporate use in order to streamline and automate processes end-to-end. Initial Phase is to develop automations for HR Processes.	31/03/2024	Ben Grice	
8	Develop an IoT (Internet of Things) LoRaWAN Gateway Network across the county as part of the Swansea Bay City Deal and Welsh Government connectivity initiative.	31/03/2024	Lynn Price	
9	Develop IoT PILOT cases using a range of Sensors and Data Capture and Monitoring Tools. Initial Phase is a joint/collaborative project with Swansea Council to develop a Bin Monitoring and Route Optimisation for Recycling & Waste Services.	31/03/2024	Lynn Price	
10	Implement ChatBOT and LIVE Chat for Customer Services via the Corporate Website. Initial Phase to target Waste & Recycling and Housing & Safer Community service areas.	31/03/2024	Lynn Price	
11	We will in line with our Digital Transformation Strategy 2021-2024, continue to engage, prioritise and implement department needs to allow them to deliver effective services.	31/03/2024	Julian Williams	
	Sub-Actions:			
12	Replacement Cloud System for Public Protection (Flare APP)	31/03/2024	Janis Davies	
13	Cloud Migration for Revenues & Benefits System (iWorld)	31/03/2024	Janis Davies	
14	Implementation of new Land Charges system using the current Cloud Planning System (Arcus Global)	31/03/2024	Lynn Price	
15	Roll-out of Mitel Softphones with Teams Integration to promote further agile / hybrid working.	31/03/2024	Jonathan Roberts	
16	Provide responsive ICT support and expertise to all staff, elected members and schools at all times. To ensure they have	31/03/2024	John Williams	

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	a safe, secure, up-to-date and fit for purpose I.T. provision to carry out their work and duties effectively.			
	Sub-Actions:			
17	End User Devices: Ensure 8GB minimum and SSD across the whole estate.	31/03/2024	Richard Rossiter	
18	Roll-out of over 1000 Mobile Phones for Cleaners and Catering Staff across Environment and Education departments.	31/03/2024	Richard Rossiter	
19	Roll-out of Windows 11 Corporately.	31/03/2024	Richard Rossiter	
	Measures:			
20	% use of the ICT Self Service helpdesk ICT/002	TBC	John Williams	
21	% of employee laptops with 8GB of memory (RAM) or under ICT009	TBC	John Williams	
	Actions:			
22	We will ensure a robust approach to Cyber security and sustainable solutions are implemented for Information Governance.	31/03/2024	John Williams	
23	Maintain full PSN and Cyber Essentials compliance	31/03/2024	Richard Williams	
24	Develop a Cyber Incident Response Plan	31/03/2024	Richard Williams	
25	Review of Schools Cyber-Security	31/03/2024	Matthew Jenkins	
26	Annual Testing and Review, Documentation of our Disaster Recovery capabilities and effectiveness.	31/03/2024	Jonathan Roberts	
27	Roll-out of 2MFA (2 Multi-Factor Authentication) corporate for all staff.	31/03/2024	Jonathan Roberts	
28	We will fulfil our statutory obligation under the Data Protection Act and ensure we are up to date with revisions in law being introduced in the UK.	31/03/2024	John Williams	
	Sub-Actions:			
29	Implement New Records Management System	31/03/2024	John Tilman	
	Measures:			
31	% of Freedom of Information Act request responded to in 20 working days 2.1.1.17	TBC	John Tilman	
32	Number of appeals to the Information Commissioner under the Act 2.1.1.18	TBC	John Tilman	
33	Number of appeals resulting in the Council being compelled by the Commissioner to release information that had been withheld 2.1.1.19	TBC	John Tilman	

B	Marketing & Media including Customer Services			
1	To work with Marketing and Media to ensure alignment of the Council's Communication Plan with the new Corporate Strategy and Well-being Objectives	31/07/2023	Robert James	

c	Legal			
	Non applicable			
d	Planning			
	Non applicable			
e	Finance			
	Non applicable			
f	Procurement			
	Non applicable			
g	Internal Audit			
1	We will ensure that Corporate Performance Management and Internal Audit work together, to ensure that the Annual Governance Statement plays its part in the Overall Council's Self-Assessment	31/07 /23	Robert James	
2	To embed the governance arrangements around the New corporate strategy and Well-being objectives 2022-27	31/03 /2024	Robert James	
h	People Management (HR, L&D, Occ Health)			
1	We will support and advise People Management on the steps to becoming an Employer of Choice for the Armed Forces community	31/03 /2024	Hayley Edwards	
2	<i>Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service.</i>	31/03 /2024	Noelwyn Daniel	
	Measures:			
3	Number of (FTE) days lost due to sickness absence in ICT & Policy Division ICT 008	TBC	Noelwyn Daniel	
i	Democratic Services			
	Non applicable			
J	Policy & Performance			
1	Keep regional partnership working under review, together with local government partners, to ensure they are efficient and work for Carmarthenshire as new Corporate Joint Committee arrangements are introduced. V112	31/03 /24	Gwyneth Ayers	Cabinet Vision Statement
2	We will ensure that the Council facilitates an on-going discussion with interested parties and stakeholders to ensure delivery and further development of the Council's rural affairs strategy, working in a multi-agency and multi-sector way. MFR-54	31/03 /2024	Gwyneth Ayers	Moving Rural Carms Forward
3	We will lobby Welsh Government and other national agencies to improve understanding of the challenges, pressures and logistics of planning and providing services in a rural community and to revisit its definition of deprivation to better reflect issues relating to rurality. MFR-55	31/03 /2024	Gwyneth Ayers	Moving Rural Carms Forward
4	We will ensure the Council fully embeds the requirements relating to performance and governance of the Local Government and Elections Act and align them to our current duties relating to the Well-being of Future Generations Act	31/03 /2024	Gwyneth Ayers	
5	We will work with other Council services to further develop the Council's involvement and use of data gathered as part of a Council wide involvement, participation, and consultation	31/03 /2024	Llinos Evans	

	framework. (12435) (WAO Regulatory Recommendation – ‘Use of Data’)			
6	Data Insight Team to support in the development and analysis of consultation activity arising from the Local Government and Elections Act (specifically with residents, businesses, trade unions and staff).	31/03/2024	Rachel Clegg	
7	The Council should explore the options available to share performance information in a more transparent and easily accessible way. This extends to sharing with residents (where possible) how and why financial resources are spent and invested where they are. (From Residents Survey 2022)	30/09/2023	Robert James	
8	Develop and improve the way in which performance information is shared with businesses and ensure that businesses are aware of the way decisions are made and the rationale behind these decisions. This will become increasingly important given the financial challenges facing the public sector. (From Business Survey 2022)	30/09/2023	Robert James	
9	Support the improvement of communication and involvement with staff on Council performance management information. (From Staff Survey 2022)	30/09/2023	Robert James	
10	We will continue to support and monitor the implementation of the Integrated Impact Assessment requirement across the Council’s decision-making processes to ensure compliance with a range of statutory duties including the new Socio-Economic Duty	31/03/2024	Gwyneth Ayers	
11	We will undertake a 6-month review the IAA process in September 2023	30/09/2023	Gwyneth Ayers	
12	We will implement the Public Services Boards (PSBs) Well-being Plan (2023-28) developing a new delivery framework to ensure progress on the well-being objectives and steps	31/03/2024	Kate Harrop	
13	We will continue to work with and provide ongoing support departments to ensure compliance with the Council Complaints Policy, including developing guidance on undertaking Stage 2 Investigations	31/03/2024	Kate Harrop	
14	We will continue to enhance the use of information and intelligence from a range of sources to inform quarterly Performance Management Monitoring Reports	31/03/2024	Gwyneth Ayers	
15	To liaise with Audit Wales and other regulatory bodies on their local and national audit programmes	31/03/2024	Gwyneth Ayers	
16	We will publish an annual report on the implementation of the Strategic Equalities Plan for the period 2022/23	31/10/2023	Llinos Evans	
17	We will work towards the World Health Organisation Age-friendly Communities Framework, by completing the application process and mapping of local evidence	31/03/2024	Llinos Evans	
18	We will improve the use and monitoring of complaints information and intelligence in order to support learning and service improvement	31/03/2024	Kate Harrop	
19	We will prepare an annual report on complaints and compliments received by the Council	31/09/2023	Kate Harrop	
20	Measure: Number of complaints completed within statutory deadline (Comp/001)		Kate Harrop	

21	We will continue to embed and ensure compliance with the CCTV Policy for the Council, working with all departments to identify key requirements	31/03/2024	Kate Harrop	
22	We will continue to deliver the White Ribbon Campaign action plan across all Council Services	31/03/2024	Kate Harrop	
24	To increase understanding and response to the Armed Forces Covenant across the Council and with external stakeholders	31/03/2024	Hayley Edwards	
25	To ensure the Council response to the requirements of the Armed Forces Act 2021	31/03/2024	Hayley Edwards	
26	To continue to develop the Corporate Data Suite to support the Corporate Strategy for 2022-2027 and key policy areas	31/03/2024	Rachel Clegg	
27	We will publish a Council Annual Report for the period 2022/23, embedding self-assessment requirements, that brings together the expectations of the Local Government and Elections Act Wales 2021 and the Well-being of Future Generations Act.	31/10/2023	Robert James	
28	We will include in the Council Annual Report an action plan to address the findings of our self-assessment for both the current and future years	31/10/2023	Robert James	
29	Develop a toolkit to support and embed Self-Assessment of performance across all Council services	31/05/2023	Robert James	
30	We will fulfil our duty to consult on Council performance with identified stakeholders in the Local Government and Elections Act (Wales) 2021.	31/03/2024	Robert James	
31	To develop a toolkit to promote the Sustainability Principle and the 5 Ways of Working.	30/09/2023	Robert James	
32	To make arrangements for the Panel Assessment (required under the Local Government & Elections Act), appointed by the council to undertake an assessment of the extent to which the council is meeting its performance requirements, and to respond to the panels assessment report.	31/03/2024	Gwyneth Ayers	
33	As part of the wider food systems work to support the transition to a Future Generations School Menu	31/03/2024	Gwyneth Ayers	
k	Electoral services and Civil Registration			
	Non applicable			
l	Estates and Asset Management			
	Non applicable			
m	Risk Management			
	Non applicable			
n	Business Support			
	Non applicable			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Make sure you identify actions in the table above that address these actions and cross refer below

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
CRR190034	15	Cyber Risk: Failure to adequately invest in cyber resilience from capital funds could leave the Authority vulnerable to cyber-attacks. Cyber-attacks such as ransomware or unauthorised access to Council systems and data could have a catastrophic impact on services.	WBO -5A-36-41
CRR190060	20	Critical Authority-wide IT systems <ul style="list-style-type: none"> • Main server and back-up server at different sites • MS Database SQL expertise in IT department Cloud systems	Mitigated
New Risk	-	Failure to follow due consideration and due diligence when completing Integrated Impact Assessment, may lead to challenge in the decision-making process and by external stakeholders	WBO 3D 5-12 WBO 5 J -10
New Risk	-	Non-Office Staff being equipped with technology. Potential for 3,000-4,000 non-office staff being equipped with technology and dependence on ICT Services for support. Potential impact on the service delivery and support capabilities.	
New Risk	-	Lack of Resources to keep up with increasing demand. We effectively deliver with current resource / capacity but longer-term unlikely to keep up with volume in demand and speed of change expected by our customers.	
New Service Risks	-	Delay in responding to Complaints by departments within the specified timescales can result in increased possibility of escalation by complainants through the complaints process.	WBO-5J 19-21
New Service Risks	-	Failure to adhere to the Welsh Language Measure (Wales) 2011 and the Welsh Language Standards may lead to enforcement action by the Welsh Language Commissioner	WBO- 3C