

Carmarthenshire County Council

Business and Financial Planning 2009 -12

2011/12

2010/11

2009/10

Chief Executive's Department

Overview of Three Year Service Business Plans

Part 1 Departmental Overview

Part 2 Resource Implications – Chief Officers Financial Overview – See budget report for budget detail

Part 3 Abbreviated '2 Page' Business Plans per Division

The Following Divisions are included in this plan :-

- People Management and Performance
- Customer Focus and Policy (inc. Community Safety)
- Administration and Law
- Statutory Services

Relevant to Scrutiny

Policy and Resources
Policy and Resources (Special Extract for
Community Safety to Social Justice)
Policy and Resources
Policy and Resources

Note – Full review Divisional plans are available on www.carmarthenshire.gov.uk/performance on the 5th June 2009

Part 1 Departmental Overview

Understanding the Service and its Priorities

An Overview of the service provided by the Department

The Chief Executive's Department ensures that the Council meets its duty of well-being in preparing a Community Plan together with its partners. The Department takes the lead role in advising and supporting the Council and prepares many of the Authority's statutory documents and develops new corporate policy issues. It is also responsible for the democratic functions of the Council.

The Divisions are: -

- People Management and Performance
- Customer Focus and Policy
- Administration and Law
- Statutory Services

How the Department supports the Authority's wider policy objectives and strategic priorities

- The Department coordinates the preparation of the Community Plan with Partners and identifies the Priorities for Carmarthenshire
- It then sets about ensuring that it delivers on its side of the agreement by aligning the Council's Planning Framework to Community priorities.

The Department has the lead role in the 'Building a Better Council' priorities of: -

- Ensuring Equality of Opportunity – Fairness and Social Inclusion
- Making Carmarthenshire a Sustainable County
- Promoting the Welsh Language
- Working with Partnerships and Communities

- Being Open Transparent and Inclusive
- Putting Customers First and Delivering Quality Services

The 'Making Better Use of Resources' priority of:-

- Supporting our Staff

And the 'Feeling Secure' priorities of:-

- Reducing Violent Crime and Alcohol Related Crime
- Tackling Anti Social Behaviour and Criminal Damage
- Reducing Vehicle Crime
- Reducing Burglary
- Tackling Drug and Alcohol Misuse
- Improving Road Safety

How these policy objectives and priorities have been determined – the evidence and reasoning behind them

- The Community Plan identified the priorities for the Council after widespread consultation
- The Council then identifies how it can contribute to achieving these priorities and identifies baselines and targets for improvement
- The focus for improvement is determined by examining any risks that may impede the achievement of strategic priorities. This includes an analysis of comparative data from other Councils
- The biennial Residents Attitude Survey also influences priorities.
- Elected representatives guide and approve policy and monitor performance
- We also operate under various legislative frameworks, in particular the Wales Programme for Improvement

Improving the way we live and work

Working Together - Consultation and Partnership


The Scope & Opportunities that Citizens & Communities have to contribute to the shaping of Services

- We have a 1000 strong Citizens Panel to guide Service Development
- We also operate a Compliments and Complaints procedure
- We operate 6 Local Area Networks which bring together councillors, town and community councillors, partner organisations and community activists to discuss areas of importance in their community.

How we are working with Partners

- We have established Partnerships to mirror the key themes of the Community Plan

For more information on:

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Scrutiny Chair	Cllr. L. Mair. Stephens (P&R)	01267 267428	LMStephens@carmarthenshire.gov.uk
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Part 2 Financial Overview for Department

CHIEF EXECUTIVE'S REVENUE BUDGET										
2008-09		Approved Budget 2009-10			Outlook 2010-11			Outlook 2011-12		
Net		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Chief Executive									
-11	Chief Executive & Support Services	587	-587	0	602	-587	15	616	-587	29
-11	Total Chief Executive	587	-587	0	602	-587	15	616	-587	29
	Customer Focus & Policy									
	Policy - Gross Cost	1,290			1,319			1,299		
	-less recharged to other service heads	-311			-311			-311		
22	Net Policy	979	-973	6	1,008	-974	34	988	-974	14
-5	Welsh Language	299	-300	-1	306	-300	6	313	-300	13
26	Substance & Misuse	33	0	33	33	0	33	33	0	33
142	Community Safety	150	0	150	151	0	151	151	0	151
54	Community Safety Revenue	55	0	55	57	0	57	59	0	59
140	Community Networks	139	0	139	139	0	139	139	0	139
141	Community Planning	165	0	165	165	0	165	166	0	166
13	Social Inclusion	8	0	8	8	0	8	8	0	8
27	Sustainable Development	28	0	28	29	0	29	29	0	29
16	Older/ Younger Persons Partnership	44	0	44	44	0	44	44	0	44
0	Equalities	12	0	12	13	0	13	13	0	13

Improving the way we live and work

2008-09		Approved Budget 2009-10			Outlook 2010-11			Outlook 2011-12		
Net		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
21	Events Marketing	21	0	21	22	0	22	23	0	23
163	CCTV	180	0	180	186	0	186	191	0	191
0	Print Commissioning Unit	0	0	0	0	0	0	0	0	0
-1	Contact Centre	1,078	-1,085	-7	1,108	-1,085	23	1,136	-1,085	51
3	Customer Service Centres	759	-762	-3	783	-762	21	808	-762	46
39	Careline	59	0	59	37	0	37	44	0	44
2	Customer Relations	89	-89	0	89	-89	0	90	-89	1
28	Communications - Press	221	-220	1	227	-220	7	233	-220	13
	Communications - Direct Communications	652			671			691		
	less recharged to other budget heads	-45			-45			-45		
-3	Net Communications-Direct Communications	607	-598	9	626	-603	23	646	-609	37
828	Customer Focus & Policy Sub Total	4,926	-4,027	899	5,031	-4,033	998	5,114	-4,039	1,075
828	Customer Focus & Policy Brought Forward	4,926	-4,027	899	5,031	-4,033	998	5,114	-4,039	1,075
	Communications - Customer Services	293			299			306		
	less recharged to other budget heads	-28			-28			-28		
1	Net Communications - Customer Services	265	-266	-1	271	-266	5	278	-266	12

Improving the way we live and work

2008-09		Approved Budget 2009-10			Outlook 2010-11			Outlook 2011-12		
		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
829	Total Customer Focus & Policy	5,191	-4,293	898	5,302	-4,299	1,003	5,392	-4,305	1,087
	Sustainability									
266	Sustainability	290	-21	269	290	-21	269	290	-21	269
34	Environmental Improvements	34	0	34	35	0	35	36	0	36
300	Total Sustainability	324	-21	303	325	-21	304	326	-21	305
	People Management & Performance									
-35	Business Support	421	-422	-1	430	-422	8	441	-422	19
16	Personnel Management	1,721	-1,770	-49	1,760	-1,772	-12	1,801	-1,774	27
68	Strategic HR	133	-11	122	137	-11	126	142	-11	131
-18	Corporate Consultancy	426	-474	-48	437	-474	-37	450	-474	-24
76	Corporate Training	483	-357	126	498	-357	141	514	-357	157
31	Performance Management	741	-702	39	761	-702	59	782	-702	80
10	Fitness for Work	510	-516	-6	527	-516	11	544	-516	28
2	Job Evaluation - Administration Account	194	-195	-1	198	-195	3	202	-195	7
1	Departmental Translation	327	-379	-52	341	-379	-38	353	-379	-26
127	Occupational Health/ Health & Safety	150	-9	141	153	-9	144	155	-9	146
278	Total People Management & Performance	5,106	-4,835	271	5,242	-4,837	405	5,384	-4,839	545

Improving the way we live and work

2008-09		Approved Budget 2009-10			Outlook 2010-11			Outlook 2011-12		
Net		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Administration & Law									
2	Departmental - Legal	1,547	-1,550	-3	1,597	-1,552	45	1,646	-1,554	92
-233	Land Charges	216	-240	-24	218	-247	-29	221	-254	-33
	Departmental Land Charges (Staff)	116			119			123		
	less recharged to other service heads	-116			-116			-116		
0	Net Departmental Land Charges (Staff)	0	0	0	3	0	3	7	0	7
	Departmental Administration	204			211			217		
	less recharged to other service heads	-26			-26			-26		
-5	Net Departmental Administration	178	-178	0	185	-179	6	190	-179	11
718	Corporate Management	733	0	733	734	0	734	735	0	735
46	Central Mailing	71	0	71	73	0	73	74	0	74
-53	Local Duplicating Centre	96	-147	-51	98	-147	-49	101	-147	-46
4,577	Democratic Process	4,973	-256	4,717	5,029	-256	4,773	5,088	-256	4,832
1	Departmental - Democratic Services	522	-522	0	537	-522	15	553	-522	31
160	Civic Ceremonials	155	0	155	156	0	156	158	0	158
5,213	Total Administration & Law	8,491	-2,893	5,598	8,630	-2,903	5,727	8,773	-2,912	5,861
	Statutory Services									
248	Registration of Electors	260	-2	258	264	-2	262	267	-2	265
324	County Elections	173	0	173	174	0	174	176	0	176

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2008-09		Approved Budget 2009-10			Outlook 2010-11			Outlook 2011-12		
		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
6	Community Council Elections	6	0	6	6	0	6	7	0	7
-3	Statutory Services	338	-334	4	345	-334	11	353	-334	19
288	Registrars	441	-138	303	456	-142	314	471	-147	324
257	Coroners	265	0	265	273	0	273	280	0	280
1,120	Total Statutory Services	1,483	-474	1,009	1,518	-478	1,040	1,554	-483	1,071
0	Unallocated PBB Savings				-149		-149	-283		-283
7,729	CHIEF EXECUTIVE TOTAL	21,182	-13,103	8,079	21,470	-13,125	8,345	21,762	-13,147	8,615

CHIEF EXECUTIVES 3 YEAR EFFICIENCIES SUMMARY

Costc	Cost Centre Description	2009-10			Notes on Changes	2010-2011		2011-2012	
		Managers Actions				Managers Actions	Notes on	Proposed	Notes on Changes
		Original	Final	Other		Original	Revised		
	ADMINISTRATION & LAW								
	Democratic	-10,000	-6,000		Reduction in members travelling claims	0			
	Local Duplicating Centre	-4,200			Savings should be met from existing leasing codes	0			
	Corporate Management	-2,300			Based on previous years expenditure it is anticipated that a small saving can be achieved from a variety of codes within the budget head				
	Administration		-10,000		Vacant Post (part effect)				
	Land Charges			-25,000	Post redundancy * (need to recognise that budget already surrendered to CRF)				

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	SPECIAL PROJECTS	-30,000	-41,000		Savings on non-filling of post					
							-145,000	Target savings - detail to be worked up	-125,000	Target savings - detail to be worked up
	PEOPLE MANAGEMENT & PERFORMANCE									
	Realignment	-36,000								
	Occ Health - Income Generation									
	Translation									
	POLICY									
	Press and Communications	-12,500	-12,500		Reduced Promotional Work	-12,500		Reduced Promotional Work		
	Contact Centre/Customer Service Centres	-10,000			Staff Reductions	-10,000		Staff Reductions		
	Careline		-20,000		Benefits of collaboration with Swansea CC		-30,000	Increased Income		
	Community Networks		-72,000		Staffing £35k, Running Costs £28k, SRA's £9k.					
	Policy Unit Restructuring	-35,000			Staff reductions	-35,000		Staff reductions		
	Policy - general		-10,000		Misc headings				-50,000	Unspecified - Staff reductions/restructuring
		-140,000	-171,500	-25,000		-57,500	-175,000		-175,000	

Part 3 Abbreviated Business Plans

Abbreviated Divisional Business Plan for People Management and Performance Division

What we are trying to achieve? (Our Service Objectives)

1. Attracting, Promoting and Retaining
2. Valuing Diversity
3. Developing our People and the Organisation
4. Employee Relations and Communication
5. Fitness for Work and Providing a Safe Workplace
6. Performance and Improvement Counts

Current Strengths

- The establishment of the staff Disability Improvement Group (DIG) which has been recognised as good practice by WAG.
- Largest employer in the County to sign up to the Disability Symbol commitments
- We are referred to as an example of best practice by WAG for the Improvement Agreement Grant
- Well regarded performance management systems –
- Well developed scrutiny function
- Standard Investors in People Award has been achieved

Areas for Improvement & Key Risks to achieving Service Objectives

- Need a fair and equitable pay and grading structure – robust strategy regarding Equal Pay Claims
- Development of a focussed vision and strategy for PMAP
- Develop a sustainable funding strategy for Corporate Learning and Development
- Continue to enhance open government and improve Management Information
- Look at income generation to sustain and continue the growth of CCC's Occupational Health Provision
- Compliance with Health and Safety statutory obligations and legislation
- Sickness is still running at a high level and this means a significant cost to the Authority
- Roll out "Helping People Perform" across the Authority
- To enhance and strengthen the role of the scrutiny function
- Negotiate payment of prorata IAG by WAG for 08/09 performance /address performance in lower quartile PI's

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1	Encourage departments to develop recruitment retention strategies and to consider succession planning and other development tools in order to address the risks arising from their workforce planning.'	Dec 09	N/A
	Review the delivery of the HR Service and its preparedness for a shared service	Mar 10	N/A
2	Analyse employment equality monitoring data to identify gaps and positive action strategies	Mar 10	N/A

Improving the way we live and work

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
3	Continue to implement the Corporate Learning & Development Strategy	Mar 10	N/A
	Prepare and implement Action Plan drawing on outcome(s) of liP Stage 2 Assessment and People Strategy	Mar 10	N/A
	Develop a People Management Strategy for the Authority	Mar 10	N/A
	Develop a strategic approach to Leadership and Management in line with liP L & M model	Mar 10	N/A
	Develop and maintain a QA framework to achieve consistently high quality translations	Mar 10	N/A
	Implement H&S training programmes on a prioritised basis in line with the H&S training strategy	Mar 10	N/A
4	Continue to review and develop an equal pay strategy	Mar 10	N/A
	Develop and implement new pay and grading structure	Dec 10	N/A
5	Highlight problem areas in sickness absence and work with services to help reduce sickness absence levels	Mar 10	N/A
	Review Health and Safety service delivery and resources across the Authority	Mar 10	N/A
	Review Occupational Health provision including funding of core service	Mar 10	N/A
6	Secure Improvement Agreement Grant for 08/09. Finalise and monitor Improvement Agreement Grant for 09/10	Mar 10	N/A
	Develop arrangements to allow for effective scrutiny of the Local Service Board's	Mar 10	N/A
	Further improve the support and guidance provided for the Authority's Scrutiny Function	Mar 10	N/A
	Develop and implement revised Risk Assessment process	Oct 09	N/A
	Improve information and data management across the Authority	Mar 10	N/A
	Report on performance measures in the lower quartile and highlight issues.	Nov 09	N/A
	Ensure "Helping People Perform" process is an integral part of the business planning cycle	Sept 09	N/A

Key Performance Targets for the Service

- CHR/002 - Reduce Sickness absence from 11.7 days in 2008/09 to 11.4 days in 2009/10
- 1.2.1.6 - Continuous Service Improvement against Statutory PI's from 50% in 2008/09 to 55% in 2009/10
- 2.1.1.17 –Improve % of FOIA requests responded to in 20 working days from 93.20% in 08/09 to 100% 09/10
- 1.3.2.11a – To improve % HPP carried out during the year from 62 % in 2008/09 to 100% in 2009/10

Further Information

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Detailed Service Business Plans 2008/09		<ul style="list-style-type: none"> • www.carmarthenshire.gov.uk/performance 	

Improving the way we live and work

Abbreviated Divisional Business Plan for Customer Focus and Policy Division

What we are trying to achieve? (Our Service Objectives)

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Developing Safer Communities 2. Making sure that everyone has an equal opportunity to access services 3. Encouraging sustainable development 4. Supporting and promoting the Welsh Language | <ol style="list-style-type: none"> 5. Work with Partnerships and Communities 6. Putting Customers First 7. To effectively promote the Council and its services |
|---|---|

Current Strengths

- | | |
|--|--|
| <ul style="list-style-type: none"> • We have achieved considerable external recognition , for example recently secured an award from Chartered Institute of Public Relations for our work in setting up Green Teams in all our main buildings and from Keep Wales Tidy for our highly successful Cleaner, Greener Safer Streets initiative, in partnership with the Technical Services Department • Local Service Board development project by Welsh Assembly Government has performed very well and is delivering results | <ul style="list-style-type: none"> • Evidence of achieving most targets and delivering key projects set out in our Business Plan for 2008/09 • Internal communication and management arrangements being strengthened through use of the Investors in People standard |
|--|--|



Areas for Improvement & Key Risks to achieving Service Objectives

- Continue to comply with Equalities legislation and responsibilities
- Need to respond to the new legislative challenges in relation to sustainable development/climate change, including the introduction of the Carbon Reduction Commitment and Carbon Trading
- Develop disaster emergency recovery arrangements for the Careline emergency out of hours call handling
- Further improvements required for Customer Service Centre at Llanelli

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1	<i>Actions relating to Community Safety are contained in the Full Divisional Customer Focus and Policy Business Plan</i>	N/A	N/A
2	Develop, publish, implement and monitor a Single Equalities Scheme	Jun 09	N/A




Improving the way we live and work

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
3	Need to respond to the new legislative challenges in relation to Sustainable Development	Mar 10	N/A
	Deliver 2% annual CO ₂ savings as part of Corporate Energy Efficiency Programme	Mar 10	N/A
	Establish targets to improve operational rating of our Council buildings covered by DEC's	Jun 09	 ✓
4	Launch Welsh Language Partnership to discuss, plan and contribute to the aims and objectives of Iaith Pawb	Sept 09	N/A
5	Continue with the development of Local Service Boards	Mar 10	N/A
	Develop new Community Strategy in partnership organisations and communities	Mar 10	N/A
	To develop the 50+ Partnership and Forum	Mar 10	N/A
6	Improve CSC layout, including privacy and payment facilities and address health and safety	Mar10	N/A
	Agree formal partnership arrangements with Local Health Board and City and County Swansea for joint Careline/Telecare services	Sept 09	N/A
	Achieve at least an average of 90% customer satisfaction for the Careline service for 2009/10	Apr 10	 ✓
	Contact Centre development & integration of Customer Relations Management (CRM) with all major back office systems (for services included in Contact Centre)	Jul 10	N/A
	Develop disaster emergency recovery arrangements for the Careline emergency out of hours call handling	Apr 10	N/A

Key Performance Targets for the Service

- 5.2.2.25 – To increase the number of schools currently holding an 'Eco Schools' award from 35 in 08/09 to 38 for 2009/10
- EEF/002a – Annual - We aim to reduce the % carbon dioxide emissions in the non domestic public stock by a further 2% during 09/10
- 2.2.2.10 – To improve the % of calls answered at the contact centre/switchboard within 15 seconds from 76% in 08/09 to 85% for 09/10
- 2.2.2.1 – The end of year result for the % of customers dealt with at first point of contact in Customer Service Centres is 90.35% for 08/09. The target for 09/10 will remain at 85% since this reflects the industries best practice.

Further Information

	Name	 Telephone	 E Mail
Service Head	Chris Burns	01267224112	CPBurns@carmarthenshire.gov.uk
Detailed Service Business Plans 2008/09	<ul style="list-style-type: none"> • www.carmarthenshire.gov.uk/performance 		

Abbreviated Divisional Business Plan for Administration and Legal Services Division

What we are trying to achieve? (Our Service Objectives)

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. To provide corporate legal support to all Council services 2. E Government – improving management information and procurement 3. Constitution - Support democratic decision making process and Member development | <ol style="list-style-type: none"> 4. Corporate Management and Governance Support 5. Freedom of Information Act – Part 2 of the Act 6. Land Charges - Monitoring and Developing the Service |
|--|--|

Current Strengths

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ The continued support for the democratic decision making process specifically Member support and Code of Conduct Training ▪ Continued legal support on major corporate initiatives | <ul style="list-style-type: none"> ▪ British Standards 9001;2000 Quality Accreditation in Legal Services and high levels of customer satisfaction across the division |
|---|--|

Areas for Improvement & Key Risks to achieving Service Objectives

- Introduction of the Public Law Outline in the field of child care and the impact on resources
- New Code of Conduct – Awareness and Training for County Council members as well as Town and Community Council members
- Impact of the Home Information packs and having to make information available to personal search companies which increases the threat of competition and potential reduction of 400k income stream

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
1	To provide legal advice and support on major corporate issues to ensure further improvements, enhancements and development of Services	Sept 10	N/A
	To collaborate with Heads of Legal Services from adjacent authorities to develop a shared service project for submission to WAG for funding support	Mar 10	N/A
	To provide legal advice and support on major employment issues including corporate restructuring	Mar 10	N/A




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Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
2	Review in conjunction with the Technical Services and IT sections the replacement of the PA and translation systems in the Chambers in Spilman Street and County Hall	Mar 10	N/A
	Provision of PA and translation facilities in the new committee Room at County Hall	Mar 10	N/A
3	Ongoing review of the Council's constitution with a view to supporting the continuous improvement of the Council's democratic decision making processes	Mar 10	N/A
5	Review of the Authority's Publication Scheme and the continuing delivery, quality control and reporting of the Council's obligation to respond to requests for information under the Freedom of Information Act	Mar 10	N/A
6	To further develop the Land Charges Service in the light of the introduction of Home Information Packs ,to negotiate an extension of the MVM system and foster use of GIS	Mar 10	N/A

Key Performance Targets for the Service

- 2.1.1.13 – To improve the % of standard searches completed within 10 working days from 67% for 08/09 to 96% in 09/10.

Further Information

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Service Head	Lyn Thomas	01267224012	DLThomas@cararthenshire.gov.uk
Detailed Service Business Plans 2008/09		<ul style="list-style-type: none"> • www.cararthenshire.gov.uk/performance 	

Abbreviated Divisional Business Plan for Statutory Services Division

What we are trying to achieve? (Our Service Objectives)

1. To manage electoral registration as per statutory requirements
2. To conduct elections as per statutory requirements
3. To manage Civil Registration under the New Governance Scheme
4. To manage the Authority's responsibilities for HM Coroner Service and Lieutenancy

Current Strengths

Electoral Services – Voter encouragement

The Authority is considered to be one of the more progressive authorities in this field by the Electoral Commission. We represent Wales on the Commission's national group of advisors 'Do Politics Group', for increasing participation in the democratic process

Coroners - Service Reform – In preparedness for the Coroners Bill (09/10) Statutory Services has a representative on the Wales Coroners Lead Officers' Group which, in conjunction with the MOJ, WAG, WLGA., advises on reform issues.

Civil Registration – Modernisation

Introduction of an appointment system and the merging of two districts into a unified county service provides greater opportunities to develop the service under the New Governance Scheme. A major consultation exercise in 07/08 showed a high satisfaction rate by users of the service.

Areas for Improvement & Key Risks to achieving Service Objectives

- Ensure preparedness for the European elections scheduled for 2009
- Further liaisons with HM Civil Registration Inspectorate on the requirements of the New Governance Scheme

Improving the way we live and work

Action Plan

Obj No.	Improvement Actions (Addressing Areas for Improvement & high medium risks)	By	IAG/PID
2	Design project plan for the European Election 2009 taking into account the requirements of the Regional Returning Officer for Wales	May 2009	N/A
3	Monitor the standards of service provided by Civil Registration under the New Governance Scheme.	Mar 2010	N/A
4	Membership of the Wales Coroners Lead Officers' Group – To advise and consult on the implications of the Coroners Bill.	Mar 2010	N/A

Key Performance Targets for the Service

- 1.4.1.2 - To improve the % turnout for local elections from 48.5% in 2008/09 to 60% in 2012/13

Further Information

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Service Head	Peter Jones	01267222609	PJJones@carmarthenshire.gov.uk
Detailed Service Business Plans 2008/09		<ul style="list-style-type: none"> • www.carmarthenshire.gov.uk/performance 	