

RESOURCES DEPARTMENT

**Corporate Property Divisional – Business Plan & Scorecard 2009/12**

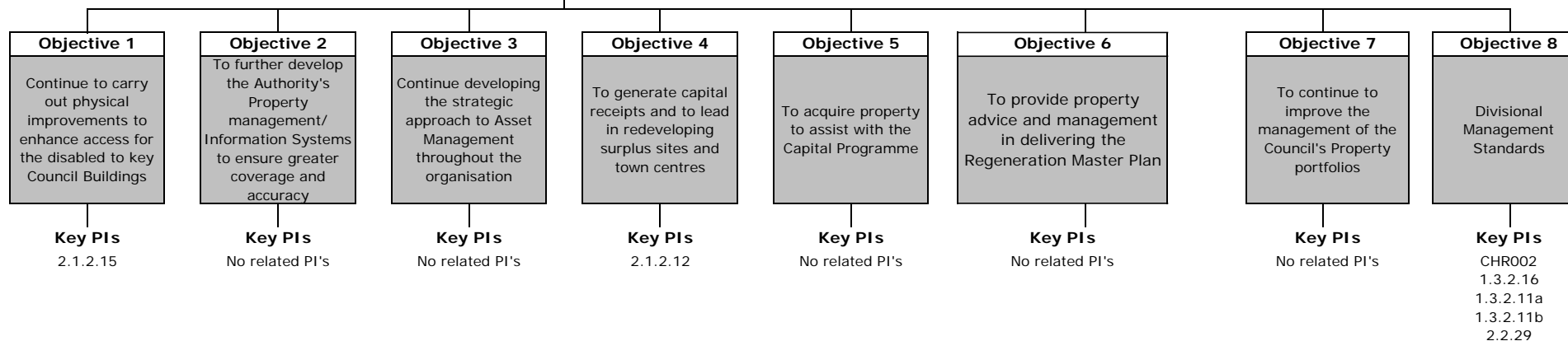
**Head of Service - Jonathan Fearn**

To deliver the Community Plan priorities of:

- \*Engage members in a strategic approach to Asset Management
- \*Implement the Authority's approved Accomodation Strategy
- \*Generate Capital Receipts
- \*Support the ongoing Regeneration of the County

The objectives below will be pursued:

Approved Budget 2009-10		
Expenditure £000's	Income £000's	Net £000's
9,594	-£9,758	-£164



	<b><u>Contents</u></b>	Re use	Pre populated	Hyper link	Update
Cover	<b>The Divisional Objectives on a Scorecard</b>	✓			
Values		✓			
<b>Part 1 The Service in context</b>					
1a	Service Facts - Profile of Service	✓			
1b	How the Service Fits in with the Community Plan (USE Table 1c To Help)	✓			
1c	The Council priorities that the Service supports	✓			
<b>Part 2 Where are we now and where do we want to be ? (How the Division is performing)</b>					
2a	Risk Assessment		✓		
2b	How we are doing on this year's (2008/09) objectives		✓	✓	
2c1	Consultation				
2c2	Partnership		✓		
2d (i)	All Wales Statutory and Core Performance Indicator Comparative Information Chart		✓		
2d (ii)	Commentary Page on the All Wales Statutory and Core Performance Indicator Comparative Information Chart				
<b>Part 3 How do we get there? (Service Improvement Planned 2009-12) - Basis of Business Unit Plans.</b>					
3a	For each Service Objective over three years – · Identify the Actions that you are taking to achieve measurable improvement. · Try to identify quarterly mile stones over three years · Remember to address the financial, workforce, accessibility and system needs	Roll on last years three year plan			✓
3b	Divisional Management Standards				
<b>Part 4 Use of Resources</b>					
4a	Enter your <b>Service Budget</b> and projections over three years. Explain variation		✓		
4b	Identify savings and efficiencies		✓		
4c	Capital ?		✓		
<b>Part 5 Results and Target Data</b>					
5a	2008- 09 results and targets for 2009/10 - Main and secondary indicators in detail - Explain significant variations from year to year, between target to projected result for the year and explain any major change in future targets		✓		✓
5b	Divisional Management Standards		✓		
5c	Measurement Summary - The Balance		✓		
5d	List of the Core Measures that the Service reports on - but will not be using in this business plan.		✓		

*In building a better Carmarthenshire it is important that our actions are built upon a foundation of key values and principles that act as a guide for our initiative and enterprise.*

## **Our core Values**

### **Openness, Trust, honesty, integrity**

We believe in openness and honesty in all our dealings with the public; we will provide comprehensive information to the public about our services so that they can judge how well we are performing.

### **Putting Customers First**

We will ensure that the needs of our customers are at the heart of everything we do. We will treat people with respect at all times.

### **Listening - and delivering on promises**

We are a listening organisation which consults before reaching major decisions and, having reached a decision, delivers on our promises. We believe in clear leadership, informed decision making, robust scrutiny and honouring commitments.

### **Working in partnership**

We believe in partnership - thinking together and acting together. We will strive to avoid duplication and waste of effort through working closely with our partner organisations, the voluntary sector, trade unions and the local community.

### **Valuing our staff**

We can deliver nothing without the efforts of our staff - they are the reason we succeed. We will support, praise and invest in our workforce to achieve higher standards of service delivery.

### **Ensuring Equality of Opportunity**

We value diversity and recognise the unique contribution of all members of our community. We will serve all of our customers and the community equally, and strive to ensure that everyone has the same rights of access to all of our services.

### **Treating the Environment with Respect**

We aim to be a leader in the field of sustainability - improving the quality of life for local people while conserving the earth's resources and protecting the environment.

### **Improving our Services**

We will strive to continuously improve our services; we are an innovative organisation which constantly seeks new and better ways to deliver our services.

*These values permeate everything that we do whilst ensuring that we make better use of resources wherever possible.*

**Corporate Property – Business Plan 2009-2012**

**Part 1 - The Service in context**

**Table 1a**

**Service Facts**

<b>Division</b>	Corporate Property	<b>E-Mail: <a href="mailto:Jfearn@sirgar.gov.uk">Jfearn@sirgar.gov.uk</a></b>
<b>Division Head</b>	Jonathan Fearn	<b>For further information please go to <a href="http://www.carmarthenshire.gov.uk/performance">www.carmarthenshire.gov.uk/performance</a> or Telephone:</b>
<b>Executive Board Member</b>	Cllr Wyn Evans	
<b>Scrutiny Chair</b>	Cllr L Mair Stephens	

**Service Profile**

The Corporate Property Division provides a comprehensive property management, valuation and advisory service for Carmarthenshire County Council's property portfolio, which includes 1940 buildings. The Division also provides a valuation and advisory service for the housing portfolio including right to buy valuations.

The division undertakes the following functions:

- Management of administrative buildings, industrial estates, shops, provisions markets, livestock markets, smallholdings and other land - generating an income from let property of £3m pa
- Disposal of surplus property and development opportunities to generate capital receipts for Objective 1 and other projects - a total of £24 million over the past 3 years, including sales of Council Houses of nearly £10 million
- Acquisitions of land and buildings for road schemes and other purposes - over £6 million over the last 3 years
- Maintenance of property records and asset register
- Asset Management Planning
- Compulsory purchase and compensation negotiations
- Coordinating the program of works to improve access for disabled people
- Valuations and property advice to support the work of other departments. The current asset value of the Council's buildings as at 31/03/09 was £1,235,189,318
- Development appraisals and town center redevelopment schemes including St Catherine's Walk, Carmarthen and East Gate, Llanelli
- Supporting the delivery of the Regeneration Masterplan in conjunction with private sector partners and the Welsh Assembly Government

**Part 1(Continued) - Table 1b**

**How we fit in**

**1) How the Service links to and supports the delivery of the Community & Improvement Plan/Corporate Strategy :**

The Corporate Property Division provides a comprehensive property management, valuation and advisory service for Carmarthenshire County Council's £580m non-housing property portfolio, which includes 1695 administrative and other commercial properties. The Division also provides a valuation and advisory service for the housing portfolio including right to buy valuations.

**2) The key service strategies/plans that are the drivers for the Service**

Asset Management Plan

Accommodation Strategy



## Risk Assessment for 2009+ - Table 2a

NOTE: - All Council Risks are on this spreadsheet

- Please filter the data for appropriate Division and Business Unit

- High and Medium Risks must be addressed in the Divisional Plan and Low Risks must at least be addressed in the Business Unit Plans
















Dept	Division	Risk Area	H=High; M=Medium; L=Low	Reference
Resources	Corporate Property	Implementation of DDA Compliance Programme according to statutory requirements	H	09/JF/H1
Resources	Corporate Property	Completion of Service Asset Management Plans	M	09/JF/M2
Resources	Corporate Property	Completion of Condition Surveys within time and budget allocations	M	09/JF/M3
Resources	Corporate Property	Address the backlog of Repairs	M	09/JF/M4
Resources	Corporate Property	Non receipt of Capital Receipts	M	09/JF/M5
Resources	Corporate Property	Receipt of funding through the Convergence Programme	M	09/JF/M6
Resources	Corporate Property	Risk of the Authority receiving Technical Compensation claims and Blight Notices (Part 1)	L	09/JF/L7
Resources	Corporate Property	To let the number of Industrial Units within the County that are owned by the Authority	L	09/JF/L8
Resources	Corporate Property	Income Generate within Llanelli Town Centre	M	09/JF/M9

**Table 2b How are we doing against the current years business plan actions ?**

Q4 Extract from - Performance & Improvement Monitoring System (PIMS)

This page is prepopulated for the Division prior to release

**Summary of Progress**

Objectives in Divisional Business Plan	Total No. of actions agreed	Total No. of actions completed / overall deemed on target	Total No. of actions not due to start until after this qtr	Total No. of actions overall deemed off target	Total No. of actions not reported	% overall on target	Progress?
							
Continue to improve access for the disabled to Council Buildings	4	3	0	1	0	75%	
To further improve the accuracy and integrity of the Authority s Property Management / Information Systems.	9	9	0	0	0	100%	
To further develop a strategic approach to Asset Management throughout the organisation	5	4	1	0	0	100%	
To generate capital receipts and secure the redevelopment of surplus sites and town centres	9	9	0	0	0	100%	
To acquire property to assist with the Capital Programme	3	3	0	0	0	100%	
To provide professional advice to ensure the delivery of the Regeneration Convergence Master Plan	3	3	0	0	0	100%	
To further improve the management of the Council's Property Portfolios	13	12	1	0	0	100%	
<b>Overall performance</b>	<b>46</b>	<b>43</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>98%</b>	

To visit the up to date monitoring page for the 2008/09 Business Plan actions progress visit -

[http://intranet/CCC\\_APPS/eng/PIMS/actions/reports/BusinessPlanReport.asp?DocumentID=86](http://intranet/CCC_APPS/eng/PIMS/actions/reports/BusinessPlanReport.asp?DocumentID=86)

Any key issues that need to be taken forward to 2009+ are addressed in table 3a

Any remedial action on off target issues can be examined on PIMS



## Table 2c1 - Customer Consultation

What consultation have you undertaken in the past year ?	Any actions in this years plan ?
No consultation exercises undertaken in 2008/09	

Filter by service

Partnership Working

Table 2C2

Subject Area	Activity Lead Officer Contact	Reason for Joint Working	Participating Organisations
Resources - Corporate Property	Jonathan Fearn - Chair	Benchmarking and Best Practice	Estate Departments within all Welsh Local Authorities Neath Port Talbot CC; Swansea CC; Carmarthenshire CC; and other public bodies.
Resources - Corporate Property	Corporate Property	Agriculture Planning Advisory Service	

# Performance Indicator Positions 2007/2008

**KEY:-** **Bold Text** = Data which has been queried by the auditors

**Yellow Highlighting** = No improvement direction has been set

\* = Supressed figures where there is the potential for them to be disclosive ( below 5)



## Carmarthenshire's 2007/08 performance ranked in relation to other Welsh Local Authorities.

PI Ref	Stat / Core / Core in BP	PI Definition	Dept	Division	07/08 IP Theme	08/09 to 09/10	IAG PI Being used for 08/09?	Deleted / Being used for 08/09? (D/Y/N)	Bottom	Bottom to Middle	Middle to Top	Top	Welsh Median
Not Applicable													

Not Applicable

<b>Table 2d Annexe</b>	
Note Table 2d - shows our results for <u>all</u> Core and Statutory measures	
Some of the measures that we have to report are not particularly relevant to or used in Carmarthenshire Business Planning and reasons for this are outlined in Table 5d	
You need only comment on those PI's used in this business plan (identified by BP in Column 2)	
You must comment on your lower range PI's ( Action being taken to address performance needs to be captured in Table 3 )	
End of Year comments for 2006/07 results could be reused here and prepopulated.	
<b>Comments on how Service results compare with other Welsh Councils for 2007/2008</b>	
<b>PI Reference / Description</b>	<b>Supporting Comments</b>
	<b>Not Applicable</b>

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a  
What we want to achieve in 2009/10-12**

<b>Objective 1</b>	<b>Continue to carry out physical improvements to enhance access for the disabled to key Council Buildings</b>										
<b>Main PI (s) &amp; Target:</b>	<b>2.1.2.15</b>										
<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
Authorise improvement works to prioritised buildings open to the public to provide enhanced access for disabled people in line with the agreed DDA programme.		Dorian Davies	x	x	x	Apr-09	Mar-12	2.1.2.1.5	MMP	✓	
Monitor and amend Accessibility Plans & list of prioritised buildings open to the public through consultation meetings with Service Departments & the Disabled Access Officer and Stakeholders.		Dorian Davies	x	x	x	Apr-09	Mar-12	N/A		x	
Continue to support DDA Working Groups and the development of Disability Equality Scheme		Dorian Davies	x	x	x	Apr-09	Mar-12	N/A		x	

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a**

**What we want to achieve in 2009/10-12**

<b>Objective 2</b>	<b>To further develop the Authority's Property Management/Information Systems to ensure greater coverage and accuracy</b>										
<b>Main PI (s) &amp; Target:</b>	<b>No related PI's</b>										
<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
Ensure the effective introduction of the new Corporate Property Portfolio Management system.		Gwyn Jones	x			Jan-08	Mar-10		MMP	✓	
	Extend use of the new system across the Authority for viewing and reporting purposes.	Gwyn Jones	x			Jan-08	Mar-10			x	
Review other systems and encourage additional property information to be included in the system		Gwyn Jones	x	x	x	Apr-09	Mar-12			x	
Review the way in which data is collated to support the capital enhancements spends from the Agresso system to include the establishment of a working group and availability of departmental inventories and records from the Agresso purchasing system.		Gwyn Jones		x		Apr-10	Mar-11			x	
	Asset Management Planning Highway adoption	Gwyn Jones/ Nigel Jones		x		Apr-10	Mar-11			x	
Roll out a program of voluntary land registration to protect against adverse possession claims and minimise boundary disputes		Dorian Davies	x	x	x	Apr-09	Mar-12			x	
Continue to improve the accuracy of data held on the Terrier and Asset Manager Systems		Philip Thomas	x	x	x	Apr-09	Mar-12			x	
Work with Building Services to set up a program of condition surveys		Gwyn Jones	x	x	x	Apr-09	Mar-12			x	

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a**

**What we want to achieve in 2009/10-12**

<b>Objective 3</b>		<b>Continue developing the strategic approach to Asset Management throughout the organisation</b>										
<b>Main PI(s) &amp; Target:</b>		<b>No related PI's</b>										
<b>3</b>		<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>	
Review and implement the actions arising from the second edition of the Corporate Asset Management Plan.		Stephen Morgan	x	x	x	Apr-09	Mar-12			x		
Continue to implement the Accommodation strategy with a particular focus on St David's Park		Stephen Morgan	x	x	x	Apr-09	Mar-12		MMP	✓		
	Arrange refurbishment of accommodation at St David's Park for relocation of Education and Children's Services Department	Stephen Morgan	x			Apr-08	Jan-10			✓		
	Arrange relocation of Technical Services Department to Parc Myrddin	Stephen Morgan	x	x	x	Apr-09	Jan-12			✓		
Annually update the Corporate Asset Management Plan to take account of other Council strategies and SAMPs		Stephen Morgan	x			Apr-09	Mar-10			x		
Fully review the Corporate Asset Management Plan every 3 years		Stephen Morgan	x	x	x	Mar-09	Mar-12			x		
Continue to work with service departments to develop more comprehensive and updated SAMPs.		Stephen Morgan	x			Apr-08	Mar-10			x		
Review security and arrangements and facilities of administrative Buildings		Gwyn Jones	x			Apr-09	Mar-10			x		

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a**  
**What we want to achieve in 2009/10-12**

<b>Objective 4:</b>		<b>To generate capital receipts and to lead in redeveloping surplus sites and town centres</b>									
<b>Main PI (s) &amp; Target:</b>		<b>2.1.2.12</b>									
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>
Regularly review non operational land to identify surplus land to raise capital receipts.		Peter Edwards	x	x	x	Apr-09	Mar-12			x	
Meet financial targets for generation of capital receipts		Peter Edwards	x	x	x	Apr-09	Mar-12			x	
Aim to complete the Carmarthen Town Centre Development		Stephen Morgan	x	x		Apr-08	May-10		MMP	✓	
Aim to complete the development of the Eastern Gateway, Llanelli		Peter Edwards	x	x	x	Dec-08	Dec-11		MMP	✓	
Secure the redevelopment of the creamery site in Carmarthen.		Jonathan Fearn	x			Apr-08	Mar-10				
Continue to co-ordinate the consortium of landowners and option-holders at Carmarthen West to encourage development of the site		Jonathan Fearn	x	x		Apr-08	Feb-11				
Secure the development of Carmarthen West.		Jonathan Fearn	x	x		Apr-08	Feb-11				

**Table 3a**  
**What we want to achieve in 2009/10-12**

<b>Objective 5:</b>		<b>To acquire property to assist with the Capital Programme</b>										
<b>Main PI (s) &amp; Target:</b>		<b>No related PI's</b>										
<b>3</b>		<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>	
Regularly review and prioritise highway schemes and establish likely acquisition costs and compensation.		Peter Edwards	x			Apr-09	Mar-10				x	
Acquire land or buildings required for the capital programme		Peter Edwards	x			Apr-09	Mar-10				x	
Crosshands East acquire property for Master Road Scheme		Richard V Evans	x	x		Apr-09	Mar-11				x	

**Table 3a**  
**What we want to achieve in 2009/10-12**

<b>Objective 6:</b>		<b>To provide property advice and management in delivering the Regeneration Master Plan</b>										
<b>Main PI(s) &amp; Target:</b>		<b>No related PI's</b>										
<b>3</b>		<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For IP? 2009/10</b>	<b>Free for Dept Tag eg Joint Review Action?</b>	
Provide property advice on bids and feasibility studies for the new convergence fund and other funding opportunities.		Peter Edwards	x	x	x	Apr-09	Mar-12			x		
Continue to provide property advice and assistance to the Development and Regeneration Team		Jonathan Fearn / Peter Edwards	x	x	x	Apr-09	Mar-12			x		
Continue to provide property advice and assistance to the Area Regeneration Action Teams		Peter Edwards / Hywel Humphreys / Richard V Evans	x	x	x	Apr-09	Mar-12			x		

**Part 3 - Service Improvement Planned in 2009/12**

**Table 3a**  
**What we want to achieve in 2009/10-12**

Objective 7:	To continue to improve the management of the Council's Property Portfolios										
Main PI (s) & Target:	No related PI's										
3	4	5	6	7	8	9	10	11	12	13	14
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (If appl) See 2 above	Corp priority ref	For IP? 2009/10	Free for Dept Tag eg Joint Review Action?
Complete the handover and letting of new units at Delta Lakes, Dyfatty Parc and Parc Hendre		Richard Evans	x	x		Apr-08	Mar-11			x	
To relet and handover Carmarthen Provisions Market		Stephen Morgan	x			Apr-08	Dec-09		MMP	✓	
Review differing working practices between the provisions markets and establish best practice		Richard Evans	x			Apr-08	Mar-09			x	
Implement the agreed program of improvements to the rural estate		Dorian Davies	x	x		Apr-08	Mar-11			x	
Implement rent reviews across all portfolios as opportunities arise		Richard Evans / Peter Edwards / Dorian Davies	x	x		Apr-09	Mar-11			x	
Introduce regular debt monitoring for the rural estate on a similar basis to the commercial, markets and industrial portfolios		Dorian Davies	x	x	x	Apr-09	Mar-12			x	
Continue to monitor condition of buildings and highlight repair requirements to the Technical Services Department		Richard Evans / Peter Edwards / Stephen Morgan / Dorian Davies / Gwyn Jones	x	x	x	Apr-09	Mar-12			x	
Continue to reduce debt levels across all portfolios		Richard Evans / Peter Edwards / Dorian Davies	x	x	x	Apr-09	Mar-12			x	

**Table 3b**

**What we want to achieve in 2009/10-12**

Key Divisional Objective:		Divisional Management Standards										
Key PI (s) & Target:												
3	4	5	6	7	8	9	10	11	12	13	14	15
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2009/10	2010/11	2011/12	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	Balance F,P,A,Q,SO	For IP? 2009/10	
<b>a. Helping Staff to Perform - all staff to have an opportunity to discuss their performance and how they can be helped to improve.</b>												
Ensuring staff receive a 'Helping People to Perform' meeting with their line manager		Jonathan Fearn/ Business Unit Managers	x	x	x	Apr-09	Mar-12	1.3.2.11 b	MSOS			
						Apr-09	Mar-12	1.3.4.11 a	MSOS			
<b>b. Communications - to ensure effective internal communication. Including staff conferences, team meetings and newsletters.</b>												
Ensure telephones are answered quickly	Unavailable from corporate centre		x	x	x	Apr-09	Mar-12	2.2.2.9	BPCF			
<b>c. Collaboration Partnership Working (Working within Making the Connections Framework) to engage other Councils and local agencies to consider working together to maximise resources, reduce duplication and generate savings</b>												
Cross refer to table 2c												
<b>d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs</b>												
See Table 4b												
<b>e. Marketing the Council - working proactively to ensure a flow of stories and initiatives.</b>												
<b>f. Customer Focus - working to identify and ensure poor customer care is addressed and improved.</b>												
<b>g. Performance -continued improvement of service PI's overall - action taken to address falling or failing performance.</b>												
See Tables 3 and 5												
<b>h. Human Resources - Workforce Planning - Managing Sickness. Workforce plans to be developed.</b>												
Managing Sickness Absence		Jonathan Fearn/ Business Unit Managers	x	x	x	Apr-09	Mar-12	CHR2	MSOS			
								1.3.2.16				
<b>i. Energy - Proposals to reduce energy(and water) consumption in buildings, vehicles and in policies etc.</b>												
<b>j. Asset Management Plan</b>												

**a - i = Corporate Objectives for all Services**

<b>Column 13</b>
<b>Balance:</b>
<b>F</b> = Financial; <b>P</b> = People & Capability;
<b>A</b> = Accessibility;
<b>Q</b> = Quality of Service& Operational effectiveness
<b>SO</b> = Service Outcomes

3 YEAR REVENUE BUDGETS

Table 4a

2009-10 to 2011-12

Net £'000		Statutory S/N/S/Bot h	2009-2010			2010-2011			2011-2012		
			Expend'	Income	Net	Expend'	Income	Net	Expend'	Income	Net
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>Corporate Property</b>										
-12	Asset Mangement		1,358	-1,358	0	1,393	-1,357	36	1,433	-1,360	73
-2	Operational Depots		411	-413	-2	446	-413	33	447	-413	34
-224	Admin Buildings		4,747	-4,773	-26	4,864	-4,784	80	4,936	-4,795	141
937	Other County Buildings		954	-88	866	956	-90	866	958	-92	866
-136	Rural Estates		148	-288	-140	149	-296	-147	150	-305	-155
242	Provision Market		1,054	-820	234	1,079	-893	186	1,101	-918	183
2	Livestock Market		95	-108	-13	96	-111	-15	97	-114	-17
-639	Industrial Premises		686	-1,328	-642	705	-1,407	-702	719	-1,447	-728
-507	Commercial Properties		141	-582	-441	142	-599	-457	142	-616	-474
-339	<b>Total Corporate Property</b>		<b>9,594</b>	<b>-9,758</b>	<b>-164</b>	<b>9,830</b>	<b>-9,950</b>	<b>-120</b>	<b>9,983</b>	<b>-10,060</b>	<b>-77</b>

**Table 4b - Savings & Efficiencies**

Corporate Property

Costc	Cost Centre Description	2009-2010			Notes on Changes	2010-11		Notes on Changes	2011-2012	
		Managers Actions				Managers Actions			Proposed	Notes on Changes
		Original	Revised	Other		Original	Revised			
0050	Carmarthen Provision Market					-30,000	Rent Reviews following moratorium on rent increase arising from relocation to new market hall.			
8286	Industrial Units Section	-40,000	-40,000		Increased occupancy at Delta Lakes as site becomes fully established	-40,000	Increased occupancy at Delta Lakes and Dyfatty Park			
	Admin Buildings									
	St Davids	-30,000	-30,000							
	Towyside	-3,745	-3,745							
	- Ferryside					-45,000	Disposal of Building			
	- Heritage centre					-10,000	Disposal of Building			
	- Johnstown							-80,000	Disposal of Building	
	- Pensarn							-10,000	Disposal of Building	
	<b>Total</b>	<b>-73,745</b>	<b>-73,745</b>	<b>0</b>		<b>0</b>	<b>-125,000</b>		<b>-90,000</b>	

**Table 4c - Capital**

**What do we spend on Capital ?**

Scheme	County Council Funding 2009/10	External Funding 2009/10	Total Scheme 2009/10	County Council Funding 2010/11	External Funding 2010/11	Total Scheme 2010/11	County Council Funding 2011/12	External Funding 2011/12	Total Scheme 2011/12
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>CORPORATE PROPERTY</b>									
Disability Discrimination Act Works	200	0	200	500	0	500	600	0	600
Contact Centre	53	0	53	0	0	0	0	0	0
Newcastle Emlyn Livestock Mart	50	0	50	0	0	0	0	0	0
Cross Hands - works to adopt private roads / drains	50	0	50	0	0	0	0	0	0
Eastern Gateway, Llanelli	2,500	0	2,500	0	0	0	0	0	0
St Davids Park - General	571	0	571	0	0	0	0	0	0
St Davids Park - Education Move	2,291	0	2,291	0	0	0	0	0	0
<b>Property Maintenance</b>									
Capital Maintenance	3,000	0	3,000	3,000	0	3,000	3,000	0	3,000
Minor Works Capital (Bldgs)	0	0	0	500	0	500	500	0	500
Refurbishment 3 Spilman Street	366	0	366	0	0	0	0	0	0
Rural Estates	12	0	12	0	0	0	0	0	0
<b>Total Corporate Property</b>	<b>9,093</b>	<b>0</b>	<b>9,093</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>	<b>4,100</b>	<b>0</b>	<b>4,100</b>
<b>Explanation of significant variation</b>									

**Table 5a – Corporate Property Divisional Business Plan**

**Our Key Measures of success - 2007/08 results, 2008/09 projected results and targets for 2009/10 +**

		How well have we done?				How well are we doing?				Improvement						
		Comparative Info.				See explanation of performance				See explanation of targets						
a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q
PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08				2008/09				2009/10	10/11	11/12				
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales ★ to ★★★★★	Target	Actual Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (h) ✓ or ✗	Target Set	Target Set	Improve ment Plan?  Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Balance SO,F,P,Q ,A

**Objective 1: Continue to carry out physical improvements to enhance access for the disabled to key Council Buildings**

**Main Indicator(s)**

2.1.2.15	The percentage of the authority's buildings open to the public and that are suitable for and accessible to disabled people. (L)	38.0		Not Applicable	60.0%	51.2%	☹	▲	60.0%	✓	75.0%	99.0%	K	MMP	Accessibility
----------	---	------	--	----------------	-------	-------	---	---	-------	---	-------	-------	---	-----	---------------

The performance during 2008/09 was slightly below target. 51.18% of buildings open to the public are now accessible for the disabled, an increase of 28 buildings for the 2008/09 year.

**Objective 2: To further develop the Authority's Property Management/Information Systems to ensure greater coverage and accuracy**

**Main Indicator(s)**

No related PI's

**Objective 3: Continue developing the strategic approach to Asset Management throughout the organisation**

**Main Indicator(s)**

No related PI's

**Objective 4: To generate capital receipts and to lead in redeveloping surplus sites and town centres**

**Main Indicator(s)**

2.1.2.12	Income - % performance against target to generate non strategic Capital Receipts (L)	55.66%		Not Applicable	100.00%	100.88%	☺	▲	100.00%	✓	100.00%	100.00%	K	MMP	Financial Resources
----------	--	--------	--	----------------	---------	---------	---	---	---------	---	---------	---------	---	-----	---------------------

The target set for 2008/09 has been over achieved.

**Objective 5: To acquire property to assist with the Capital Programme**

No related PI's

**Objective 6: To provide property advice and management in delivering the Regeneration Master Plan**

No related PI's

**Objective 7: To continue to improve the management of the Council's Property portfolios**

**Main Indicator(s)**

No related PI's

Table 5b – Corporate Property Divisional Business Plan										
Performance Measurement Results 2007/08+ and Targets 2009/10 +										
		How well have we done?	How well are we doing?				Improvement			
			See explanation of performance				See explanation of targets			
a	b	c	d	e	f	g	k	l	m	n
		2007/08	2008/09				2009/10		10/11	11/12
PI REF	Definition (If abbreviated see full definition on footnote below)	Our Result	Target	Actual Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (e) ✓ or ✗	Target Set	Target Set
<b>Divisional Standard Measures (Link to Table 3b)</b>										
<b>a. Helping Staff to Perform</b>										
1.3.2.11(b)	% of third tier managers appraisals carried out during the year	100%	100%	100%	☺	Constant	100%	Constant	100%	100%
1.3.2.11(a)	% Appraisals carried out during the year	100%	100%	100%	☺	Constant	100%	Constant	100%	100%
<b>b. Internal Communications</b>										
2.2.2.9	% calls answered within 14 second target	Data Not Available								
<b>c. Human Resources</b>										
CHR 2	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	10.0 days	12.0 days	12.1 days	☹	▼	11.4 days	✓	TBC	TBC
1.3.2.16	% of Return to Work Interviews conducted	Data Not Available								
<b>d. Service Asset Management Plans</b>										

**Table 5c - Measurement Summary**

**Balanced Suite of Measures ?**

	Use or Resources Perspective				
	Customer /Service Outcomes perspective	Quality of Service and Operational effectiveness	Accessibility Perspective	Financial Perspective	People and Capability Perspective
	No. of measures used	No. of measures used	No. of measures used	No. of measures used	No. of measures used
<b>Objective 1</b>			1		
<b>Objective 2</b>					
<b>Objective 3</b>					
<b>Objective 4</b>				1	
<b>Objective 5</b>					
<b>Objective 6</b>					
<b>Objective 7</b>					
<b>Total</b>			<b>1</b>	<b>1</b>	

Note: You do not have to have measures in all boxes

**Mandatory Core Measures not being used by the Service in their Business Plan.**

Members need to satisfy themselves that a Balance Suite of Measures are being used by the service to monitor it's objectives

New Ref. No.	Domain A - Access to Service Q - Quality R - Resources SO - Service Outcome	Description	Dept.	Division	Business Unit	Owner (HoS)	Reason for Non-use
No Mandatory measures set by the Welsh Assembly Government for Corporate Property Division							