

CHIEF EXECUTIVE'S DEPARTMENT

**Customer Focus and Policy Divisional – Business Plan & Scorecard 2009/12**

**Head of Service -Chris Burns**

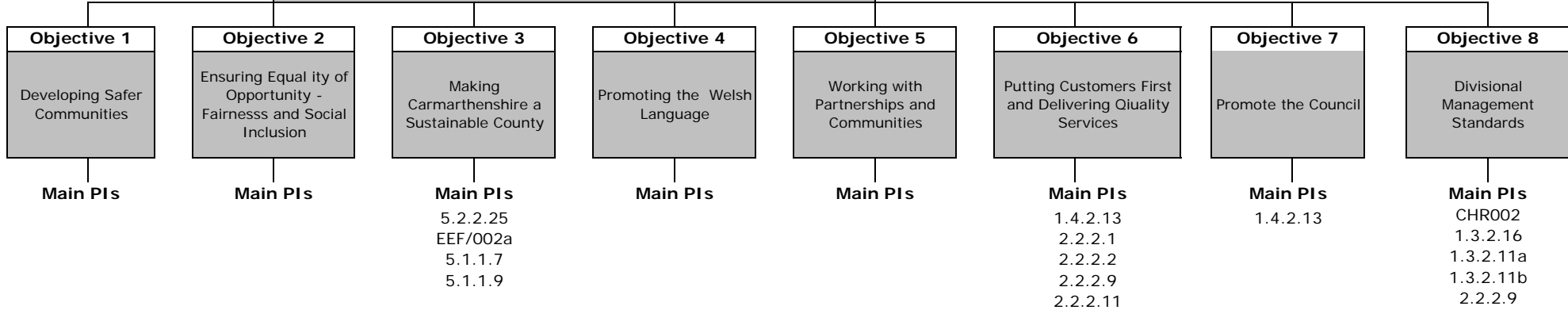
To deliver the Community Plan priorities of:

- \* Ensuring Equality of Opportunity
- \* Making Carmarthenshire a Sustainable County
- \* Promoting the Welsh Language
- \* Working with Partnerships and Communities
- \* Putting Customers First and Delivering Quality Services
- \* Promote the Council

The objectives below will be pursued:

Gross Budget 2009/10

**£5,191,000**  
Sustainability  
**£324,000**



Details of these key PIs is provided in Table 5a  
Further supporting Indicators can also be found in Table 5a

	<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 (2007/08) 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 2008-11) - Basis of Business Unit Plans.</b>					
3a	<u>For each Service Objective over three years –</u> <ul style="list-style-type: none"> <li>· Identify the Actions that you are taking to achieve measurable improvement.</li> <li>· Try to identify quarterly mile stones over three years</li> <li>· Remember to address the financial, workforce, accessibility and system needs</li> </ul>	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	2007- 08 results and targets for 2008/09 - 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.*

**Customer Focus and Policy – Business Plan 2009-2012**

**Part 1 - The Service in context**

**Table 1a**

**Service Facts**

<b>Division</b>		<b>E-Mail: <a href="mailto:CPBurns@carmarthenshire.gov.uk">CPBurns@carmarthenshire.gov.uk</a></b>
<b>Division Head</b>		<b>For further information please go to <a href="http://www.carmarthenshire.gov.uk/performance">www.carmarthenshire.gov.uk/performance</a> or Telephone: 01267224112</b>
<b>Executive Board Member</b>	Cllr Meryl Gravell, Cllr W J Wyn Evans, Cllr K Madge, Cllr Pam A Palmer, Cllr Ieuan G Jones	
<b>Scrutiny Chair</b>	Cllr L Mair Stephens & Cllr Stephen R James	

**Service Profile**

Customer Focus and Policy is responsible for three main areas of activity:

- Co-ordinating the authority's overall policy and strategy to ensure that all parts of the council contribute to a clear vision for the county;
- Providing a single point of access for customers via the three Customer Service Centres and the telephone Contact Centre and running corporate initiatives to promote a customer focus on the Council's work throughout all its services
- Managing the Council's communications and marketing including the press office, corporate publications and council website.

The division is also responsible for managing the Community Planning process, the Community Safety strategy, the Children and Young Peoples framework and the Older Persons Strategy. Other responsibilities include Equalities, the Welsh Language Scheme and assisting with the Councils approach to Sustainability.

**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 :**

*Theme: Building a Better Council*

*Sub Themes:· Providing Equal Opportunities· Encouraging Sustainable Development· Promoting the Welsh Language· Promoting Fairness & Social Inclusion· Working in Partnership· Putting Customers First & Delivering Quality Services· Being Open, Transparent & Inclusive*

*Theme: Building a Better Council*

*Sub Themes: Reducing Crime - especially violent and alcohol related crime, Tackling Anti Social Behaviour and Criminal Damage, Reducing Vehicle Crime, Reducing Burglary, Tackling Drug and Alcohol Misuse*

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

1. Community Strategy
2. Community Safety Strategy
3. Substance Misuse Action Plan
4. Welsh Language Scheme
5. Sustainable Development Strategy & Action Plan
6. Customer Care Strategy
7. Equalities Framework
8. Social Inclusion Strategy
9. Strategy For Older People
10. Children & Young People's Framework Plan



<b>Risk Assessment for 2009+ - Table 2a</b>
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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
Chief Executives	Customer Focus & Policy	Substance Misuse – Need to manage the WAG funding granted this year and to effectively develop the multi agency substance misuse facility in Llanelli this year.	L	09/CB/L1
Chief Executives	Customer Focus & Policy	Continue to implement the Local Service Board (LSB) Arrangements	L	09/CB/L2
Chief Executives	Customer Focus & Policy	CCTV: Need to improve the CCTV infrastructure in the county could affect reduction in and control of Anti-Social Behaviour in the county	M	09/CB/M3
Chief Executives	Customer Focus & Policy	Develop disaster emergency recovery arrangements for the Careline emergency out of hours call handling	M	09/CB/M4
Chief Executives	Customer Focus & Policy	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.	M	09/CB/M5
Chief Executives	Customer Focus & Policy	Continue to comply with Equalities legislation and responsibilities	M	09/CB/M6
Chief Executives	Customer Focus & Policy	Continue to implement the Making the Connections Agenda/ Efficiency Agenda	M	09/CB/M7

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

This page is prepopulated for the Division prior to release

**Summary of Progress - Q4**

Objectives in Divisional Business Plan	Total No. of actions agreed	Total No. of actions completed / overall deemed on target	Total No. of actions overall deemed off target	Total No. of actions not reported	% overall on target	Progress? 75%+= 😊 25-74%= 😐 0-24%= 😞
						
Equal Opportunities	8	5	1	2	62%	😐
Sustainable Development	8	6	1	1	75%	😊
Welsh Language	8	8	0	0	100%	😊
Working in Partnerships	17	9	1	7	53%	😐
Developing Safer Communities	37	32	0	5	86%	😊
Road Safety	1	1	0	0	100%	😊
Putting Customers First	14	10	4	0	71%	😐
Promote the Council	9	3	0	6	33%	😐
<b>Overall performance</b>	<b>102</b>	<b>74</b>	<b>7</b>	<b>21</b>	<b>73%</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=103](http://intranet/CCC_APPS/eng/PIMS/actions/reports/BusinessPlanReport.asp?DocumentID=103)

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 ?
Consultation on the future vision for Carmarthenshire as part of the Community Strategy Development	Community Strategy Development process identifies on-going consultation and participation of stakeholders. Consultation and engagement to continue - Officer Seminar Feb 2009, Stakeholder Meeting April 2009 and other ad hoc opportunities throughout the year.
Consultation on various matters eg Health, CYPP and Community Networks	Community Networks being reviewed
2 surveys with the 50+ Forum members	50+ Surveys to continue and regular newsletter to be produced. Annual meeting of 50+ Partnership to take place, other ad hoc engagement opportunities with this age group to be identified
Print Consultation	
Staff Consultation	
12 crime prevention roadshows were held throughout 2008/09 at key locations across the county including Llanelli, Carmarthen, Ammanford, Newcastle Emlyn, Cross Hands, Llandeilo and Llandovery	

## Filter by service

## Partnership Working

## Table 2C2

Subject Area	Activity Lead Officer Contact	Reason for Joint Working	Participating Organisations
Customer Focus and Policy	Ruth Lake Consultation Co ordinator RLake@carmarthenshire.gov.uk 01554 742304	Police participated in residents survey & contributed to the cost	Police
Customer Focus and Policy	Ruth Lake Consultation Co ordinator RLake@carmarthenshire.gov.uk 01554 742304	Shared Citizens' Panel	LHB, Dyfed Powys Police
Customer Focus and Policy	Ruth Lake Consultation Co ordinator RLake@carmarthenshire.gov.uk 01554 742304	Providing message service via Contact Centre and Conducted joint Residents' Attitude Survey	Canllaw
Customer Focus and Policy	Eleanor J Davies, Diversity Manager EJDavies@carmarthenshire.gov. uk 01267 224804	Undertaking joint consultation on Disability Equality Scheme	Dyfed Powys Police, Ceredigion County Council
Customer Focus and Policy	Penny Graepel, Customer Services Manager pgraepel@carmarthenshire.gov.u k 01558 825384	Careline/Telecare - shared service with LHB, Swansea, Ceredigion, Neath Port Talbot and various RSL's	



**Part 3 - Service Improvement Planned in 2008/11**

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

Objective 1	Developing Safer Communities										
Main PI (s) & Target:	No main 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?
Reducing Crime - violent and alcohol related crime		cpburns/khthomas				01/04/09	31/03/10			✓	
	Run regular safer drinking initiatives at key times throughout the year, particularly during the holiday season and when significant sporting events are taking place.	cpburns/khthomas				01/04/09	31/12/09			✓	
	Take a new DVD on underage drinking to secondary schools throughout the County (Year 8)	cpburns/khthomas				01/04/09	31/10/09			✓	
	Continue to promote the Behave or Be Banned (BOBB) scheme and develop further initiatives to tackle alcohol-related violent crimes	cpburns/khthomas				01/04/09	31/03/10			✓	
	Continue review of CCTV cameras to ensure the optimum service is provided	cpburns/khthomas				01/04/09	30/06/09			✓	09/CB/M3
	Utilise plasma TV's in supermarkets, sops and pubs/clubs to play community safety DVD's with important key messages	cpburns/khthomas				01/04/09	31/03/10			✓	
	Improve links with Accident and Emergency Departments and the Welsh Ambulance Service in order to collate information on alcohol-related	cpburns/khthomas				01/04/09	31/03/10			✓	

<b>Tackling Anti Social Behaviour and Criminal Damage</b>		cpburns/khthomas				01/04/09	31/03/10			✓	
	Continue to promote Carmarthenshire Direct (01267 234567) and encourage reporting of ASB	cpburns/khthomas				01/04/09	31/03/10			✓	
	Develop intergenerational events to tackle perceptions of young and old people in the community and develop stronger communities	cpburns/khthomas				01/04/09	31/12/09			✓	
	Provide safe places for young people to gather particularly near hotspot areas.	cpburns/khthomas				01/04/09	31/12/09			✓	
	Working with registered social landlords to sign up to the Welsh Assembly Anti-social Behaviour Management Standards	cpburns/khthomas				01/04/09	31/12/09			✓	
	Run 2 Tidy Towns multi agency clean up initiatives	cpburns/khthomas				01/04/09	31/03/10			✓	
<b>Reducing Vehicle Crime</b>		cpburns/khthomas				01/04/09	31/03/10			✓	
	Run the Vulnerable Vehicle Scheme throughout the county to encourage people not to leave items of value on display in their vehicles.	cpburns/khthomas				01/04/09	31/03/10			✓	
	Raise awareness of theft of satellite navigation systems by distributing 'sat nav buffers' with crime prevention advice.	cpburns/khthomas				01/04/09	30/09/09			✓	
	Continue to develop car parks across the county in line with current and emerging trends so that they can obtain the Safer Car Parks Award	cpburns/khthomas				01/04/09	31/03/10			✓	
	Provide vehicle crime advice at local events such as the Carmarthensire Motorcycle Show, the Carmarthenshire Modified Car Show and Coleg Sir Gar and Trinity College Fresher fairs	cpburns/khthomas				01/04/09	31/10/09			✓	

<b>Reducing Burglary</b>		cpburns/khthomas			01/04/09	31/03/10			✓	
	Run forensic property marking pilot initiative in hotspot areas to reduce domestic burglaries.	cpburns/khthomas			01/04/09	30/09/09			✓	
	Raise awareness of the fact that around half of all burglaries are due to insecure properties, and encourage people to take the necessary precautions to secure their property.	cpburns/khthomas			01/04/09	30/09/09			✓	
	Run the seed packets initiative in secondary schools throughout the county (Key Stage 1)	cpburns/khthomas			01/04/09	31/08/09			✓	
	Continue to expand the Registered Traders Schemes (Registered Builders and Allied Traders and Handyperson & Gardeners)	cpburns/khthomas			01/04/09	31/03/10			✓	
	Evaluate the 'No Cold Calling Zones' scheme	cpburns/khthomas			01/04/09	30/06/09			✓	
<b>Tackling Drug and Alcohol Misuse</b>		cpburns/khthomas			01/04/09	31/03/10			✓	
	Commence new substance misuse facility in April 09 in Llanelli offering support, advice and treatment and continue to develop the services delivered from the premises	cpburns/khthomas			01/04/09	30/06/09			✓	
	Deliver new reconfigured adult alcohol service to ensure a stepped approach to treatment	cpburns/khthomas			01/04/09	31/03/10			✓	
	Regular monitoring by the Joint Commissioning Group and Community Safety Partnership of new outcome tool	cpburns/khthomas			01/04/09	31/03/10			✓	

Part 3 - Service Improvement Planned in 2008/11

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

Objective 2	Ensuring Equality of Opportunity - Fairness and Social Inclusion										
Main PI (s) & Target:	No Main or Secondary 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?
Develop, publish, implement and monitor a Single Equalities Scheme		cpburns/ei jdavies				01/04/09	31/03/10			✓	09/CB/M6 SBP
Migrant Workers - Further development of multi-agency partnerships to work with people from newer communities		cpburns/ei jdavies				01/04/09	31/03/10				
Implement Equalities Framework - Working with cross departmental Equalities Working Group, continue to implement, revise & oversee corporate equalities agenda		cpburns/ei jdavies				01/04/09	31/03/10				
Develop programme to raise awareness of all staff of their role and responsibility in delivery services that ensure equality of opportunity to all		cpburns/ei jdavies				01/04/09	31/03/10				
Help to identify a methodology and system for capturing and monitoring equality information for service users and staff		cpburns/ei jdavies				01/04/09	31/03/10				

Part 3 - Service Improvement Planned in 2008/11

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

Objective 3	Making Carmarthenshire a Sustainable County										
Main PI (s) & Target:	EEF/002a - We aim to reduce the % carbon dioxide emissions in the non domestic public stock by a further 2% during 09/10 (Please see Table 5a) 5.2.2.25 - Eco Schools to improve from 35 in 08/09 to 38 in 09/10 5.1.1.7 - Annual Energy Savings - To improve from 6556 in 08/09 to 6700 in 09/10 5.1.1.9 - Annual Gross Savings - To improve from 381229 in 08/09 to 395000 in 09/10										
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?
Establish major publicity campaign to encourage people to consider their 'carbon footprint'		cpburns/jkdavies				01/04/09	31/07/09				
Deliver 2% annual CO2 savings as part of Corporate Energy Efficiency Programme		cpburns/jkdavies				01/04/09	31/03/10			✓	
Establish targets to improve operational rating of our Council buildings covered by DEC's for all appropriate Council buildings with floor area > 1,000m2		cpburns/jkdavies				01/04/09	31/06/09			✓	IAG
Delivery Rural Development Plan funded project 'Zero Carbon Communities'		cpburns/jkdavies				01/04/09	31/03/10				
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 Standards		cpburns/jkdavies				01/04/09	31/03/10			✓	09/CB/M5 SBP
Support 3 additional schools to achieve the Eco Schools Green Flag Award		cpburns/jkdavies				01/04/09	31/03/10				

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective 4

Promoting the Welsh Language

Main PI (s) & Target:

No main PI's - For full definition/data and other Secondary indicators see Table 5a.

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?
Welsh Language Partnership		cpburns/Illinevans				01/04/09	31/03/10				
	Work in partnership with the Welsh Language Board and other key organisations in Carmarthenshire to launch a Welsh Language Partnership to discuss, plan and contribute to the aims and objectives of Iaith Pawb	cpburns/Illinevans				01/04/09	01/09/09			✓	SBP
Welsh Language Strategy		cpburns/Illinevans				01/04/09	31/03/10				
	· Work in partnership with key organisations to draft a Welsh Language Strategy which will contribute to the aims of iaith Pawb and provide strategic direction for the Language in the county. · Consult extensively on draft strategy to ensure participation.	cpburns/Illinevans				01/04/09	30/09/09				

**Part 3 - Service Improvement Planned in 2008/11**

**Table 3a**

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

Objective 5		Working with Partnerships and Communities									
Main PI (s) & Target:		No Main or Secondary 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?
Continue the development of Local Service Board		cpburns/lberry				01/04/09	31/03/10			✓	SBP
	Develop the Local Service Board further to fulfill its 'problem solving' and cross cutting role in developing and implementing the Local Delivery Agreement	cpburns/lberry				01/04/09	31/03/10				
Develop new joint scrutiny arrangements for LSB		cpburns/lberry				01/04/09	31/03/10				
	Work with Business Management Group (formerly MLG)/Scrutiny to develop and implement new arrangements	cpburns/lberry				01/04/09	31/03/10				
Develop new Community Strategy in partnership organisations and communities		cpburns/lberry				01/04/09	31/03/10			✓	SBP
	Implement the development process for the production of new community strategy	cpburns/lberry				01/04/09	31/03/10				

<b>To develop the 50+ Partnership and Forum</b>		cpburns/kpett				01/04/09	31/03/10			✓	<b>SBP</b>
	To co-ordinate surveys and newsletters for the 50+ Forum	cpburns/kpett				01/04/09	31/03/10				
	To develop the 50+ partnership into a strategic partnership for the County	cpburns/kpett				01/04/09	31/03/10				
<b>To develop a 50+ Strategy for the County</b>		cpburns/kpett				01/04/09	31/03/10				
	To influence the implementation of the strategy across the Council and partnership organisations and ensure progress in the context of a decline in available funding	cpburns/kpett				01/04/09	31/03/10				

**Part 3 - Service Improvement Planned in 2008/11**

**Table 3a**

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

Objective 6	Putting Customers First and Delivering Quality Services										
Main PI (s) & Target:	1.4.2.13 - % of staff that say the Council keeps them well informed - Not Reported for 08/09 2.2.2.1 - % Customers dealt with at First Point of Contact - result for 08/09 is 90.35% target remains at 85% - Please see Table 5a for fuller explanation 2.2.2.2 - Average waiting times in CSCs - target for 09/10 remains at 10 minutes - 2.2.2.9 - Calls answered in 14 seconds - Please see Table 5a for explanation 2.2.2.10 - To improve calls answered at contact centre within 15 seconds from 76% in 08/09 to 85% in 09/10 2.2.2.11 - % Calls to Contact Centre unanswered - result for 08/09 is 6% - target remains at 3% - see Table 5a for fuller explanation										
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?
<b>Undertake Consultation Exercises</b>		cpburns/pgraepel				01/04/09	31/03/10				
	Undertake residents survey - Autumn 2009 - publish "Your Voice: Out Action" by March 2010	cpburns/pgraepel				01/04/09	31/03/10				
	3 x 50+ Surveys via the 50+ Forum	cpburns/pgraepel				01/04/09	31/03/10				
	Achieve a successful TSA Audit	cpburns/pgraepel				01/04/09	31/03/10				
	Publish new consultation strategy	cpburns/pgraepel				01/04/09	31/03/10				
	Achieve at least an average of 90% customer satisfaction for the Careline service for 2009/10	cpburns/pgraepel				01/04/09	31/03/10			✓	IAG
<b>Improve CSC layout, including privacy and payment facilities, and address health and safety issues</b>		cpburns/pgraepel				01/04/09	31/03/10			✓	SBP

	Improvements to the Customer Service Centre at Llanelli	cpburns/ pgraepel			01/04/09	31/03/10				
	Bid for capital funding to be developed, new layouts to be developed in conjunction with H&S officer - Improvements to Ammanford CSC	cpburns/ pgraepel			01/04/09	31/03/10				
	Establish a mini Customer Service Centre at Llandeilo offices	cpburns/ pgraepel			01/04/09	31/03/10				CCAP
<b>Customer Care Development</b>		cpburns/ pgraepel			01/04/09	31/03/10				
	Install voice recorder possibly including Careline	cpburns/ pgraepel			01/04/09	31/03/10				
	Agree formal partnership arrangements with Local Health Board and City and County Swansea for joint Careline/Telecare services	cpburns/ pgraepel			01/04/09	31/03/10			✓	SBP
	Launch 'Staff Guide to Excellent Customer Care' with short training module	cpburns/ pgraepel			01/04/09	31/03/10				
	Obtain Charter Mark Status for Carmarthenshire Direct	cpburns/ pgraepel			01/04/09	31/03/10				CCAP
	Develop disaster emergency recovery arrangements for the Careline emergency out of hours call handling	cpburns/ pgraepel			01/04/09	31/03/10			✓	09/CB/M4
	Introduce EDRMS into at least one business area with roll out plan for others during 09/10	cpburns/ pgraepel			01/04/09	31/03/10				
<b>Contact Centre development &amp; integration of CRM with all major back office systems (for services included in Contact Centre)</b>		cpburns/ pgraepel			01/04/09	31/03/10			✓	SBP

**Part 3 - Service Improvement Planned in 2008/11**

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

Objective 7	Promote the Council										
Main PI (s) & Target:	No main PI's - For full definition/data and other secondary indicators see Table 5a.										
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?
<b>New methods of internal Communications</b>		cpburns/dmh ockenhull				01/04/09	31/03/10				
	Revise and relaunch new-look intranet in partnership with IT Services - need dedicated officer and technical support to achieve this	cpburns/dmh ockenhull				01/04/09	31/03/10				
	Prepare 2009/10 Departmental Communications Action Plans with each DMT	cpburns/dmh ockenhull				01/04/09	31/03/10				
	Explore possibility of setting up 'Staff Panel' for the purposes of gaining ongoing feedback from staff	cpburns/dmh ockenhull				01/04/09	31/03/10				<b>CCAP</b>
	To develop further the Welsh language pages on the website ensuring that all informtion is bilingual	cpburns/dmh ockenhull				01/04/09	31/03/10				<b>CCAP</b>
<b>External Advertising</b>		cpburns/dmh ockenhull				01/04/09	31/03/10				
	Develop electronic database for e-distribution of Community News and one-off communications	cpburns/dmh ockenhull				01/04/09	31/03/10				
	Ensure that a sample of press releases are translated and placed on the corporate website	cpburns/DeA Williams				01/04/09	31/03/10				<b>CCAP</b>
	Revise and reprint Residents Welcome Pack	cpburns/dmh ockenhull				01/04/09	31/03/10				
<b>Press Developments</b>		cpburns/dmh ockenhull				01/04/09	31/03/10				
	Formalise joint press officer arrangements with new NHS Trust post September 2009	cpburns/dmh ockenhull				01/04/09	31/03/10				

**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	100% target set							1.3.2.11 b	MSOS			
<b>b. Communications - to ensure effective internal communication. Including staff conferences, team meetings and newsletters.</b>												
Ensure telephones are answered quickly	Monitoring system now in place							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	Careline/Telecare - shared service with LHB, Swansea, Ceredigion, Neath & Port Talbot and various RSL's											
<b>d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs</b>												
See Table 4b	Savings of almost 4% identified for 2010/11						Mar-10					
<b>e. Marketing the Council - working proactively to ensure a flow of stories and initiatives.</b>												
	Departmental communications Action Plans being established						Mar-10					
<b>f. Customer Focus - working to identify and ensure poor customer care is addressed and improved.</b>												
	Business Improvement Projects scheme being introduced to replace CCIP projects						Jun-09					
<b>g. Performance -continued improvement of service PI's overall - action taken to address falling or failing performance.</b>												








**Table 4b - Savings & Efficiencies**

<b>2009-2010</b>					
<b>Costs</b>	<b>Cost Centre Description</b>	<b>Efficiencies £</b>	<b>Final £</b>	<b>Other £</b>	<b>Notes on Changes</b>
	Press and Communications	-12,500	-12,500		Reduced Promotional Work
	Contact Centre/Customer Service Centres	-10,000			Staff Reductions
	Careline		-20,000		Benefits of collaboration with Swansea CC
	Community Networks		-72,000		Staffing £35k, Running Costs £28k, SRA's £9k.
	Policy Unit Restructuring	-35,000			Staff reductions
	Policy - general		-10,000		Misc headings
	<b>Total</b>	<b>-57,500</b>	<b>-114,500</b>		

**Table 5a – Customer Focus and Policy 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	
		2007/08				2008/09				2009/10		10/11	11/12				
PI REF	Definition (If abbreviated see full definition on footnote below)	Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales * to ****	Target	Actual Results	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	
<b>Objective 1: Developing safer communities</b>																	
<b>Secondary Indicator(s)</b>																	
1.1.1.5	Total recorded crimes per 1000 population	53.86	Not Applicable			No target set	50.30	No target set	▲		No target set			✗	SRC	SO	
1.1.2.3	% of people who feel safe in the area where they live in the daytime?	No Survey undertaken for 07/08	Not Applicable			96%	No Survey undertaken for 08/09			96%	No Survey undertaken for 08/09	96%	96%	✗	SRC	Q	
No Resident's Attitude Survey undertaken for 08/09. Assistant Chief Executive has confirmed that there will be a new Resident's Attitude Survey conducted in Autumn 2009																	
1.1.2.4	% of people who feel safe in the area where they live after dark?	No Survey undertaken for 07/08	Not Applicable			80%	No Survey undertaken for 08/09			80%	No Survey undertaken for 08/09	80%	80%	✗	SRC	Q	
No Resident's Attitude Survey undertaken for 08/09. Assistant Chief Executive has confirmed that there will be a new Resident's Attitude Survey conducted in Autumn 2009																	
<b>Objective 2: Equal Opportunities</b>																	
There are no Measures aligned to this objective																	
<b>Objective 3: Sustainable Development</b>																	
<b>Main Indicator(s)</b>																	

PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08				2008/09				2009/10		10/11	11/12	Improve ment Plan?  Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Balance SO,F,P,Q, A
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales * to ****	Target	Actual Results	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (h) ✓ or ✗	Target Set	Target Set			
EEF/002 a 	a) Percentage reduction in carbon dioxide emissions in the non domestic public building stock	New PI for 08/09	Not Applicable			2.00	2.78	☺	New PI for 08/09	2.00	✓	2.00	2.00	K	BSD	SO
	Target is based on a % improvement on the 08/09 result.															
5.2.2.25	Number of schools currently holding an Eco Schools award	28	Not Applicable			31	35	☺	▲	38	✓	TBC	TBC	K	BSD	SO
5.1.1.7	Annual Energy Savings ('000*kWh) arising from Corporate Energy Efficiency Programme	6075	Not Applicable			6400	6556	☺	▲	6700	✓	7000	7300	S	BSD	SO
5.1.1.9	Annual gross savings (£) arising * from Corporate Energy Efficiency	352145	Not Applicable			372000	381229	☺	▲	395000	✓	420000	450000	S	BSD	SO
<b>Objective 4: Welsh Language</b>																
<b>Secondary Indicator(s)</b>																
2.2.2.7	% of Welsh correspondence answered within 10 days	60%	Not Applicable			65%	68%	☺	▲	70%	✓	75%	80%	✗	BEWL	Q
2.2.2.8	% of telephone calls answered that answered with a bilingual greeting	89%	Not Applicable			90%	79%	☹	▼	90%	✓	95%	TBC	✗	BEWL	Q
Weaknesses have been highlighted . These results will be brought to the attention of the Welsh Language Working Group and the departmental Customer Focus groups.																

PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08				2008/09				2009/10		10/11	11/12	Improve ment Plan?  Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Balance SO,F,P,Q, A
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales * to ****	Target	Actual Results	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (h) ✓ or ✗	Target Set	Target Set			
2.2.2.5	The number of calls dealt with in Welsh at the First Point of Contact	New PI for 09/10								70%	New PI for 09/10			BEWL	Q	

### Objective 5: Leading the Partnerships

No Performance Indicators identified for this Objective

### Objective 6: Putting Customers First

#### Main Indicator(s)

2.2.2.1	% of customers dealt with at first point of contact in Customer Service Centres	93.17%	Not Applicable		85.00%	90.35%	☺	▼	85.00%	✗	85.00%	85.00%	K	BPCF	Q
Any level of performance which remains above the target is not a concern since a very high performance against this target can have a negative effect on another key target, ie the customer waiting times															
2.2.2.2	Average waiting times in CSCs	9.43 Mins	Not Applicable		10 Mins	9.56 Mins	☺	▼	10 Mins	✗	10 Mins	10 Mins	S	BPCF	Q
The decline in performance at year end compared to 07/08 is considered to be insignificant.															
2.2.2.9	Percentage of total departmental calls answered within 14 seconds - being all calls to direct dial lines and all unanswered calls	74.16%	Not Applicable		80.00%	Not reported		80.00%	Not Reported		80.00%	80.00%	S	BPCF	Q
IT have been working on the call logger systems during 08/09. The process for checking all call extension numbers and correctly allocating these to staff names has now been completed. IT are now setting the call loggers to enable quarterly management reports to be produced as required.															

PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08				2008/09				2009/10		10/11	11/12	Improve ment Plan?  Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Balance SO,F,P,Q, A
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales * to ****	Target	Actual Results	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (h) ✓ or ✗	Target Set	Target Set			
2.2.2.10	% of calls answered at Contact Centre within 15 seconds (including switchboard calls)	82%	Not Applicable			86%	76%	☹	▼	85%	✓	TBC	TBC	K	BPCF	SO
	A combination of long-term sickness, maternity leave, essential staff training, and vacancies in part of the year, prevented targets being achieved. Additionally, the ongoing build up of housing repairs calls and under-resourcing in this area continues to put a strain on resources. We are seeking funding from the HRA for a further 2 posts within the contact centre to handle housing repairs calls															
2.2.2.11	Percentage of calls to Contact Centre unanswered (including switchboard calls)	3%	Not Applicable			3%	6%	☹	▼	3%	✓	TBC	TBC	S	BPCF	SO
	A combination of long-term sickness, maternity leave, essential staff training, and vacancies in part of the year, prevented targets being achieved. Additionally, the ongoing build up of housing repairs calls and under-resourcing in this area continues to put a strain on resources. We are seeking funding from the HRA for a further 2 posts within the contact centre to handle housing repairs calls															
<b>Secondary Indicator(s)</b>																
2.2.2.13	% correspondence answered within 10 working days	74.67%	Not Applicable			80.00%	85.94%	☺	▲	80.00%	✗	80.00%	80.00%	✗	BPCF	Q
	The 09/10 target will remain at 80% despite the fact that we have performed over target at the end of year . We aim to extend the number of contributory divisions within the departments and this is likely to drag overall performance down for a while. By including data from further divisions it will help highlight shortcomings in correspondence handling and encourage improvements to processing and recording methods															
7.1.2.1 (a)	Percentage of life critical calls answered within 60 seconds	98.55%	Not Applicable			96.50%	98.61%	☺	▲	96.50%	✗	95.50%	95.50%	✗	BPCF	Q

PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08				2008/09				2009/10		10/11	11/12	Improve ment Plan?  Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Balance SO,F,P,Q, A
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales * to ****	Target	Actual Results	Target Met ☺ or ☹	Did we improve or ▼	Target Set	Target Set to improve against result (h) ✓ or ✗	Target Set	Target Set			
	The target has not been set to improve against the end of year result, although it has been set to comply with the external Telecare Services Association (TSA) requirement. (TSA is the industry trade organisation, with whom Careline achieved accredited status in 2008) So whilst end of year performance has exceeded the target, staffing efficiencies in 09/10 arising from the amalgamation of the Swansea and Carmarthenshire services are likely to hold performance closer to the externally set target.															
7.1.2.1 (b)	Percentage of life critical calls answered within 30 seconds	New PI for 08/09	Not Applicable		80.00%	95.15%	☺	New PI	80.00%	✗	80.00%	80.00%	✗	BPCF	Q	
	Although target has not been set to improve against the end of year result it is set to exceed the external Telecare Services Association (TSA) requirement. The TSA requirement is 78% in 30sec. (TSA is the industry trade organisation, with whom Careline achieved accredited status in 2008). Staffing efficiencies expected in 09/10 arising from the amalgamation of the Swansea and Carmarthenshire services, are likely to hold performance closer to the externally set target															
7.1.2.2	Percentage of Leased Lifeline requests installed within 10 working days of customer request	New PI for 08/09	Not Applicable		95.00%	84.73%	☹	New PI	95.00%	✓	TBC	TBC	✗	BPCF	Q	
	This PI has used different criteria than originally decided at Q1. However, it has been decided to carry on using this data till the end of the year and discussions are now taking place with regard to Q1 results and the possibility of creating a new PI to deal with the problems encountered.															
7.1.2.3	Percentage of Leased Lifeline units that have been used to contact Careline	New PI for 08/09	Not Applicable		90%	70%	☹	New PI	80%	New PI	80%	80%	✗	BPCF	Q	
	Because of the nature of the customers that use the Careline service, ie elderly and vulnerable people, there is a difficulty in getting the customer to test the system by contacting Careline.															
7.1.2.4	Percentage of Leased Lifeline customers whose details have been checked	New PI for 08/10	Not Applicable		90.00%	100.00%	☺	New PI	96.00%	New PI	96.00%	96.00%	✗	BPCF	Q	
	PNC5, the new Careline computer software, has now been installed. this will enable setting up of reports which will verify the results submitted. Revised reporting expected to be in place by the end of															
<b>Objective 7: Promote the Council</b>																
<b>Main Indicator(s)</b>																

PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08				2008/09				2009/10		10/11	11/12	Improve ment Plan?  Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Balance SO,F,P,Q, A
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales * to ****	Target	Actual Results	Target Met ☺ or ☹	Did we improve or ▼	Target Set	Target Set to improve against result (h) ✓ or ✗	Target Set	Target Set			
1.4.2.13	% of staff that say the Council keeps them well informed / informed about its plans and progress	No Survey undertaken for 07/08	Not Applicable		73%	Not reported		73%	✓	TBC	TBC	S	BCPF	P		
No Survey has been done since 2005/06 and the target of 73% has not been changed since then. Department is currently deciding on whether or not to conduct a staff panel/survey during 09/10.																
<b>Secondary Indicator(s)</b>																
1.4.2.2.	% of residents who think the council keep them well informed	No Survey undertaken for 07/08	Not Applicable		75%	Not Reported	TBC	TBC	75%	TBC	TBC	TBC	TBC	×	BCPF	Q
No Resident's Attitude Survey undertaken for 08/09. Assistant Chief Executive has confirmed that there will be a new Resident's Attitude Survey conducted in Autumn 2009																
1.4.2.14	Average number of daily user sessions on the Corporate Website	12,122	Not Applicable		13,500	6,898	☹	▼	8,350	✓	TBC	TBC	×	BCPF	Q	
There have been issues with site performance.during 08/09. When snow hit the county in January and February unusually high usage caused site to struggle and this resulted in downtime.																
1.4.2.1	% residents who think the council is remote and impersonal	No Survey undertaken for 07/08	Not Applicable		23%	Not Reported	TBC	TBC	23%	TBC	TBC	TBC	TBC	×	BCPF	SO
No Resident's Attitude Survey undertaken for 08/09. Assistant Chief Executive has confirmed that there will be a new Resident's Attitude Survey conducted in Autumn 2009																
1.4.2.4	% of residents who receive information about the Council from the Community	No Survey undertaken for 07/08	Not Applicable		65%	ANNUAL	TBC	TBC	65%	TBC	TBC	TBC	TBC	×	BCPF	Q

PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08				2008/09				2009/10		10/11	11/12	Improve ment Plan?  Key or Supporting	Corp Priority ref (Sub Theme) See table 1c	Balance SO,F,P,Q, A
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales * to ****	Target	Actual Results	Target Met ☺ or ☹	Did we improve or ▼▲	Target Set	Target Set to improve against result (h) ✓ or ✗	Target Set	Target Set			
	No Resident's Attitude Survey undertaken for 08/09. Assistant Chief Executive has confirmed that there will be a new Resident's Attitude Survey conducted in Autumn 2009															
1.4.2.6a	% Customer satisfaction rating for Community News	No Survey undertaken for 07/08	Not Applicable		85%	Not Reported	TBC	TBC	85%	TBC	TBC	TBC	×	BCPF	SO	
	No Resident's Attitude Survey undertaken for 08/09. Assistant Chief Executive has confirmed that there will be a new Resident's Attitude Survey conducted in Autumn 2009															
1.4.2.6b	% Customer satisfaction rating for A-Z	No Survey undertaken for 07/08	Not Applicable		88%	Not Reported	TBC	TBC	88%	TBC	TBC	TBC	×	BCPF	SO	
	No Resident's Attitude Survey undertaken for 08/09. Assistant Chief Executive has confirmed that there will be a new Resident's Attitude Survey conducted in Autumn 2009															
1.4.2.7	No. of proactive press releases per annum	1,743	Not Applicable		1,800	Not Reported		1810	TBC	TBC	TBC	×	BCPF	SO		
	Target for 09/10 is still unconfirmed as no end of year results have been received															
1.4.2.11	% of citizens satisfied with the overall service provided by their authority	No Survey undertaken for 07/08	Not Applicable		80%	Not Reported	TBC	TBC	80%	TBC	TBC	TBC	×	BCPF	SO	
	No Resident's Attitude Survey undertaken for 08/09. Assistant Chief Executive has confirmed that there will be a new Resident's Attitude Survey conducted in Autumn 2009															
1.4.2.12	% of positive press coverage achieved in the local press	80%	Not Applicable		81%	Not Reported		81%	TBC	TBC	TBC	×	BCPF	SO		
	It is not considered to be realistic to set the 09/10 target any higher because throughout the year there are always a number of controversial or negative issues which impact on this figure, this is normal and likely to continue (Target is still unconfirmed since no end of year results have been received)															

**Table 5b – Customer Focus and Policy 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
PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08	2008/09				2009/10		10/11	11/12
		Our Result	Target	Actual Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (e) ✓ or x	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%	☺	▼	100%	✓	100%	100%
Please note that the above targets are those set for the whole Authority										
1.3.2.11(a)	% Appraisals carried out during the year	81%	100%	97%	☹	▲	80%	x	100%	100%
Please note that the above targets are those set for the whole Authority										
<b>b. Internal Communications</b>										
2.2.2.9	% calls answered within 14 second target	74.16%	80.00%	Not reported	☹	▼	80.00%	✓	80.00%	TBC
The process of checking all call extension numbers, which has been ongoing during 08/09 and allocating to staff names has now been completed. IT are now setting the call loggers to enable management reports to be produced at the end of Q2. Please note that the targets set are those set for the whole Authority.										
<b>c. Human Resources</b>										
CHR 002	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	13.4 Days	10.4 Days	9.6 Days	☹	▲	11.0 Days	x	TBC	TBC
Please note that the above targets are those set for the whole Authority										
1.3.2.16	% of Return to Work Interviews conducted	78.50%	65.00%	95.80%	☺	▲	55.00%	x	TBC	TBC
Please note that the above targets are those set for the whole Authority										

**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	2	0	0	0
<b>Objective 2</b>	0	0	0	0	0
<b>Objective 3</b>	4	0	0	0	0
<b>Objective 4</b>	0	3	0	0	0
<b>Objective 5</b>	0	0	0	0	0
<b>Objective 6</b>	2	9	0	0	0
<b>Objective 7</b>	6	3	0	0	1
<b>Total</b>	<b>13</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>1</b>

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