

REGENERATION AND LEISURE DEPARTMENT

Planning Divisional – Business Plan & Scorecard 2009/12

Head of Service - Eifion Bowen



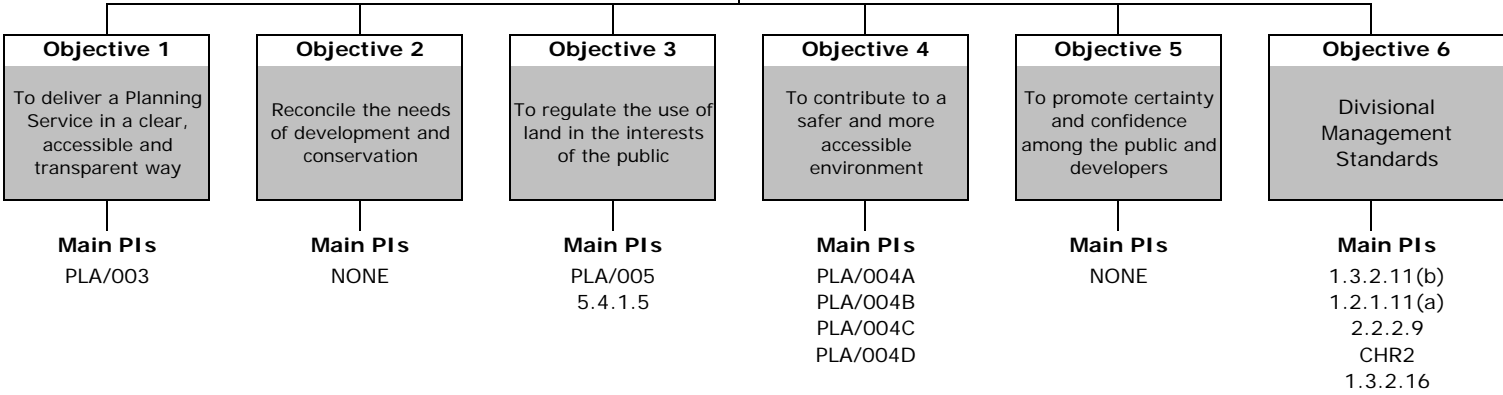
To deliver the Community Plan priorities of:

- * Making Better Use of Resources
- * Investment and Innovation
- * A Better Place
- * Feeling Fine
- * Feeling Secure
- * Building a Better Council

The objectives below will be pursued:

Gross Budget 2009/10

£5,130,000



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

	<u>Contents</u>	Re use	Pre populated	Hyper link	Update
Cover	The Divisional Objectives on a Scorecard	✓			
Values		✓			
Part 1 The Service in context					
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	✓			
Part 2 Where are we now and where do we want to be ? (How the Division is performing)					
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				
Part 3 How do we get there? (Service Improvement Planned 2009-12) - Basis of Business Unit Plans.					
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				
Part 4 Use of Resources					
4a	Enter your Service Budget and projections over three years. Explain variation		✓		
4b	Identify savings and efficiencies		✓		
4c	Capital ?		✓		
Part 5 Results and Target Data					
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.

Planning – Business Plan 2009-2012

Part 1 - The Service in context

Table 1a

Service Facts

Division	Planning	E-Mail: Ebowen@carmarthenshire.gov.uk
Division Head	Elfion Bowen	For further information please go to www.carmarthenshire.gov.uk/ performance or Telephone: 01267 224850
Executive Board Member	Councillor Clive Scourfield	
Scrutiny Chair	Councillor Anthony W Jones	

Service Profile

Planning is a statutory function whose role is to guide and control development which influences where people work, how they live, where they shop, how they experience their surroundings, what economic activities flourish, and what qualities are achieved in the built and natural environment. As such the planning system is one of the most powerful tools available to any local authority to achieve community objectives, which cover every aspect of peoples' lives. This it achieves through the development control process, enforcement of planning controls, Forward Planning and Development Plan, Conservation and Building Control, all these are business units in the Division and have a separate business plans. The Planning Service has been identified as a key mechanism in the delivery of sustainable development and climate change through undertaken a range of assessments to promote environmental, social and economic sustainability. In addition the Service has a key role to play in helping local communities to adapt to the effects of new development through the application of Section 106 Agreements, in particular, contribute to meeting WAG's aspirations on affordable housing.

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 Division links to the Community Plan and Corporate Strategy by planning resources, setting targets, monitoring performance and delivering key environmental projects. It has links with 6 themes in the Community Plan and Corporate Strategy:

Making Better Use of Resources; Investment and Innovation; A Better Place; Feeling Fine; Feeling Secure; Building a Better Council

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

Community Plan, Corporate Strategy, Business and Improvement Plans, Customer Care Strategy, Welsh Language Plan, Equalities Strategy, Carmarthenshire Unitary Development Plan, Regeneration Masterplan, Economic Development Strategy, Local Biodiversity Action Plan, Climate Change Strategy, Sustainable development, Carmarthenshire Local Delivery Agreement

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
Regeneration & Leisure	Planning Services	Income generation - address the impact of economic down turn.	H (re-evaluated due to current economic downturn)	09/EB/L1
Regeneration & Leisure	Planning Services	Address the negative issues raised by the public in connection to service provision (Public Perception)	L	09/EB/L2
Regeneration & Leisure	Planning Services	Need to address accommodation issues with regards the split location of offices	L	09/EB/L3
Regeneration & Leisure	Planning Services	Retention & recruitment of professional staff	L (re-evaluated in April 2009)	09/EB/M4
Regeneration & Leisure	Planning Services	Address statutory changes of planning legislation requirements.	L	09/EB/L5
Regeneration & Leisure	Planning Services	Access to grant funding to continue with established projects.	L	09/EB/L6
Regeneration & Leisure	Planning Services	Address planning enforcement issues	L	09/EB/L7
Regeneration & Leisure	Planning Services	The roll out Local Development Plan throughout the County	M	09/EB/M8

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

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	% overall on target	Progress?
			   		 
To deliver a Planning Service in a clear, accessible and transparent way	29	28	1	97%	
Reconcile the needs of development and conservation	9	9	0	100%	
To regulate the use of land in the interests of the public	12	11	1	92%	
To contribute to a safer and more accessible environment	23	23	0	100%	
To promote certainty and confidence among the public and developers	6	6	0	100%	
Overall performance	79	77	2	97%	

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=83

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 ?
Progress LDP in accordance with the Delivery Agreement and consultation procedures.	Progress LDP in accordance with the Delivery Agreement and consultation procedures.
Consult in relation to various Supplementary Planning Guidance	Consult in relation to various Supplementary Planning Guidance
Building Control Customer Survey	Development Control Customer Survey
To review consultation process on individual planning applications	Annual Town and Community Council Seminar
Adoption of SPG for Section 106	Implement actions as per fee proposal to provide a minerals planning and monitoring service for the Pembrokeshire Coast National Park area and Pembrokeshire County Council
Subject to agreement, implement actions as per fee proposal to provide a minerals planning and monitoring service for the Pembrokeshire Coast National Park area	Subject to agreement, implement actions as per fee proposal to provide a minerals planning and monitoring service for the Brecon Beacons National Park area
Formally endorse the Regional Waste Plan S W Wales	Implement actions of the approved Tywi Afon yr Oesoedd scheme
Agree the final Technical Statement (Regional Technical Statement for Minerals)	Integrate Planning Enforcement with Development Control
Monitor the implementation of actions taken to address the findings of Task Group on Enforcement	
Subject to funding, implement actions of the approved Tywi Afon yr Oesoedd scheme	

Subject Area	Activity Lead Officer Contact Details	Reason for Joint Working	Participating Organisations
Environment	Eifion Bowen Head of Planning 01267 224850 Ebowen@Carmarthenshire.gov.uk Steve Brown Environment Agency	Environment Partnerhsip Strategy group	Invited environmental bodies: CCW ,EA, CAVS
Environment	Isabel Macho; IMacho@carmarthenshire.gov.uk 01267 224653	Local Biodiversity Action Plan Partnerhsip Part of UK-wide strategy for LBAPs and LBAP partnerships to meet requirements of 1992 Biodiversity Convention.	Carmarthenshire CC, FCW, EAW, CCW, WTSWW, WWT, Butterfly Conservation, llanelli Naturalists, NFU, FUW, DEIN, NBGW, CLBA, RSPB
Environment	Eifion Bowen Head of Planning 01267 224850 Ebowen@Carmarthenshire.gov.uk	Carmarthen Bay cSAC	Swansea, Pembrokeshire, Carmarthenshire. Also involves a range of other public bodies.
Minerals Planning	Hugh Towns Minerals/Waste Officer 01558 825373 AHTowns@carmarthenshire.gov.uk	South Wales Regional Aggregates Working Party Officers from mineral planning authorities in all S Wales UA's along with other Public bodies Collates Aggregates Monitoring Surveys	S Wales local authorities
Regional Planning	Jon Timothy Forward Planning Manager 01267 224877 JTimothy@carmarthenshire.gov.uk	South West Wales Strategic Planning Group - In the absence of regional planning in Wales and in response to planning guidance, the group was set up to prepare regional planning guidance for the SW Wales area.	Carmarthenshire CC; Pembrokeshire CC; Swansea CC; Neath Port Talbot
Environment - Waste	Eifion Bowen Head of Planning 01267 224850 Ebowen@Carmarthenshire.gov.uk	South West Wales Regional Waste Forum - To develop a plan which will shape the future of waste management for the next 10 years. Plan will be a key element in delivering a more suitable approach to waste in the South West Wales area	Carmarthenshire CC; Pembrokeshire CC; Swansea CC; Neath Port Talbot CC
Conservation	Ian Thomas Conservation Manager 01267 224871 IDThomas@carmarthenshire.gov.uk	Working in partnership to conserve the environment via the LBAP	Countryside Council for Wales (CCW)
Conservation	Ian Thomas Conservation Manager 01267 224871 IDThomas@carmarthenshire.gov.uk	Working in partnership to conserve and enhance the environment (Tywi Afon yr Oesoedd, Llandovery/Llangadog THI).	Heritage Lottery Fund (HLF), National Trust, CCW, Menter Bro Dinefwr
Conservation	Ian Thomas Conservation Manager 01267 224871 IDThomas@carmarthenshire.gov.uk	Working in partnership to conserve and enhance the environment (Castle Concourse, Carmarthen Town Scheme, Llandovery/Llangadog THI)	Cadw,HLF
Minerals Planning	Hugh Towns Minerals/Waste Officer 01558 825373 AHTowns@carmarthenshire.gov.uk	Working in partnership to monitor - Minerals in the County, Brecon Beacons National Park, Pembrokeshire County Council and Pembrokeshire Coast National Park	Brecon Beacons National Park, Pembrokeshire County Council, Pembrokeshire Coastal National Park, Coleg Sir Gâr
Conservation	Ian Thomas Conservation Manager 01267 224871 IDThomas@carmarthenshire.gov.uk	Catchment Area Management Strategy	Environment Agency
Conservation	Ian Thomas Conservation Manager 01267 224871 IDThomas@carmarthenshire.gov.uk	Provision of accommodation (Castle House)	Prince's Trust
Conservation	Ian Thomas Conservation Manager 01267 224871 IDThomas@carmarthenshire.gov.uk	Production of Supplementary Planning Guidance (SPG)	Cambria Archaeology
Conservation	Ian Thomas Conservation Manager 01267 224871 IDThomas@carmarthenshire.gov.uk	Working in partnership to conserve and enhance the environment (Llandovery/Llangadog THI)	DEIN (CADW);HLF
Conservation	Ian Thomas Conservation Manager 01267 224871 IDThomas@carmarthenshire.gov.uk	Working in partnership with Coed Cymru to conserve and manage woodlands within Carmarthenshire	Coed Cymru

Performance Indicator Positions 2007/2008



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

Yellow Highlighting = No improvement direction has been set

* = Suppressed 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 / BP	PI Definition	Dept	Division	07/08 IP Theme	IAG PI 08/09 to 09/10	Deleted / Being used for 08/09? (D/Y/N)	Performance Ranking																				Welsh Median			
								Bottom					Bottom to Middle					Middle to Top					Top								
BCT/004	C-BP	% of Building control 'full plan' applications checked within 15 working days during the year	RGN	Planning & Development Control			Y	27.5	37.1	48.3	48.3	54.4	60.5	62.0	64.4	68.4	76.4	82.1	82.4	87.7	89.3	91.4	93.5	94.4	95.2	95.7	95.8	95.8	95.9	82.2	
BCT/007	C-BP	% of 'full plan' applications approved first time	RGN	Planning & Development Control			Y	75	75	77	78	84	85	86	88	90	90	91	93	94	97	97	98	98	99	99	99	99	100	100	92
PLA/002	C-BP	% of planning applications determined during the year that were approved	RGN	Planning & Development Control			Y	76.5	77.6	77.7	81.2	81.9	82.1	82.1	84.1	85.0	85.5	85.6	86.8	87.3	87.6	89.1	89.5	90.5	90.5	90.7	90.8	94.0	94.1	86.2	
PLA/003ai	C-BP	a) The number of appeals that were determined during the year in relation to planning application decisions.	RGN	Planning & Development Control			Y	158	103	80	69	69	60	56	53	47	46	45	44	40	38	32	31	30	26	23	21	15	14	45	
PLA/003aii	C-BP	aii) The number of appeals that were determined during the year in relation to enforcement notices	RGN	Planning & Development Control			Y	11	8	7	7	7	7	6	5	4	4	3	2	2	2	1	1	1	1	1	0	0	0	3	
PLA/003bi	C-BP	b) % of these determined appeals that upheld the authority's decision, in relation to: i) Planning application decisions	RGN	Planning & Development Control			Y	53.3	54.5	58.8	60.8	61.7	63.0	63.3	64.4	66.0	66.7	66.7	67.7	67.9	71.9	73.1	75.5	76.2	77.4	78.6	80.0	81.2	81.6	82.6	67.3
PLA/003bii	C-BP	b) % of these determined appeals that upheld the authority's decision, in relation to: ii) Enforcement notices	RGN	Planning & Development Control			Y			0.0	0.0	42.9	50.0	50.0	54.5	66.7	66.7	71.4	75.0	80.0	85.7	87.5	100.0	100.0	100.0	100.0	100.0	100.0	100.0	75.0	
PLA/004a	C-BP	a) % of major planning applications determined during the year within 13 weeks.	RGN	Planning & Development Control	BBC		Y	10.3	15.8	16.3	21.1	21.3	21.4	22.2	26.5	30.6	31.8	34.5	35.4	36.4	36.6	37.5	40.0	41.7	43.2	43.6	46.2	59.5	75.0	34.9	
PLA/004b	C-BP	b) % of minor planning applications determined during the year within 8 weeks.	RGN	Planning & Development Control	BBC		Y	28.6	39.1	39.2	40.2	42.9	47.3	47.5	48.3	50.0	53.3	53.8	54.0	55.5	56.2	56.5	57.1	57.4	60.9	62.7	64.7	66.2	70.4	53.9	
PLA/004c	C-BP	c) % of householder planning applications determined during the year within 8 weeks	RGN	Planning & Development Control	BBC		Y	51.4	54.3	63.6	63.7	65.9	70.5	70.6	70.9	79.6	79.9	80.6	80.8	82.0	82.3	84.1	84.5	84.6	84.8	85.4	86.0	88.7	88.8	80.7	
PLA/004d	C-BP	d) % of all other planning applications determined during the year within 8 weeks	RGN	Planning & Development Control			Y	35.7	39.7	51.6	51.9	56.7	57.7	60.0	62.3	64.5	66.1	66.4	66.9	67.0	68.6	71.2	72.0	72.4	73.6	74.2	83.5	84.0	89.7	66.7	
PLA/005	C-BP	% of enforcement complaints resolved during the year within 12 weeks of receipt	RGN	Planning & Development Control			Y	41.3	43.6	49.1	49.3	52.7	54.2	58.1	60.0	62.4	63.6	68.8	70.0	70.8	73.9	75.1	75.2	76.7	79.3	83.2	83.7	88.3	96.1	69.4	
PLA/006	C	The number of new affordable housing units provided during the year as a % of all new housing units provided during the year.	RGN	Planning & Development Control			Y		0	1	1	1	1	3	3	4	4	7	9	9	10	11	11	12	12	12	15	26	8		
PLA/007	C	The number of new housing units provided during the year on previously developed land as a % of all new housing units provided during the year.	RGN	Planning & Development Control			Y	5.73	36.00	36.80	38.16	39.42	52.96	61.80	63.38	64.06	64.19	68.03	69.38	74.00	78.07	82.67	84.38	84.76	85.15	86.32	95.36	66.11			

Table 2d Annexe	
Note Table 2d - shows our results for all 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 <u>must</u> 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.	
Comments on how Service results compare with other Welsh Councils for 2007/2008	
PI Reference / Description	Supporting Comments
BCT/004 Percentage of Building control 'full plan' applications checked within 15 working days during the year	There was an interruption to the service when the new back office system was introduced. The stand-alone figure for Q4 was also lower than expected due to a plan vetter taking extended paternity leave.
BCT/007 The percentage of first time 'full plan' applications accepted.	Building Control upgraded their back office system in mid November and were without a system for over a week. This created a backlog of work which is reflected in the number of applications with 'No Decision' for Q3. The backlog had been cleared by year-end
PLA/002 The percentage of planning applications determined during the year that were approved	Increased land values have generated speculative submissions. A number of these applications lack supporting documentation which causes a delay in processing the application. The situation is being monitored by Head of Service and Senior Officers. Target may need to be re-focussed in future years to reflect the increase in land values, and time limits given to applicants to submit information in an attempt to improve 8 week figure.
PLA/003ai The number of appeals that were determined during the year in relation to planning application decisions.	There has been a general increase in the number of appeals made in relation to Planning Application Decisions, with a large number because of a refusal of residential developments by DC Officers and the Planning Committee. The price of land and property continues to increase; as a result, it is likely that more appeals will be made in the future.
PLA/003aii) The number of appeals that were determined during the year in relation to enforcement notices	Enforcement Appeals are difficult to predict as they are a function of Enforcement activity. A higher than expected number is a result of the nature of complaints received.
PLA/003b The percentage of these determined appeals that upheld the authority's decision, in relation to: i) Planning application decisions	A number of appeal decisions upheld were related to applications recommended for approval but overturned by Committee.
PLA/003b) The percentage of these determined appeals that upheld the authority's decision, in relation to: ii) Enforcement notices	Increased public concerns over Enforcement has resulted in more Enforcement Notices being served, which has resulted in an increased number of Enforcement appeals submitted to the Planning Inspectorate.

PI Reference / Description	Supporting Comments
PLA/004 a) The percentage of major planning applications determined during the year within 13 weeks,	A number of major applications fell outside the 13-week period. This is due to the complexity of some applications and the use of Section 106 Agreements which are being reflected in the figures.
PLA/004b) The percentage of minor planning applications determined during the year within 8 weeks,	The stand-alone figure for Q4 exceeds the target reflecting new processes in place. Applications for barn conversions have been identified as an application type which have affected the figures during the year. Quite often additional information has to be requested from the Applicant/Agent eg surveys, which causes a delay in determining the application within 8 the week period.
PLA/004c) The percentage of householder planning applications determined during the year within 8 weeks	Above the Welsh median in 2007/2008, and slightly below the Best Quartile.
PLA/004d) The percentage of all other planning applications determined during the year within 8 weeks	Above the Welsh median in 2007/2008, and slightly below the Best Quartile.
PLA/005 The percentage of enforcement complaints resolved during the year within 12 weeks of receipt	Cases of Enforcement complaints are becoming increasingly complex, however the result was only slightly below the Best Quartile
PLA/006 - The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	Result reported was in the Best Quartile
PLA/007 - The number of additional housing units provided during the year on previously developed land as a percentage of all additional housing units provided during the year	In the bottom quartile, however this was a new measure and no comparative data was available.

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

Objective	To deliver a Planning Service in a clear, accessible and transparent way										
Main PI (s) & Target:	PLA/003 The percentage of appeals determined that upheld the Authority's decision in relation to planning application decisions and enforcement notices - Target 2009/2010 - 65%										
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	2008/09	2009/10	2010/11	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2008/09	Free for Dept Tag eg Joint Review Action?
Key Action - Review overall accommodation requirements	Leave blank										
	Decorate 7/8 Spilman Street	Eifion Bowen				1.4.09	31.3.10				
	Assess potential to relocate within 40 Spilman Street	Eifion Bowen				1.4.09	31.3.12				
	Be aware of requirements of Call Centre within Municipal Offices, Llandeilo	Eifion Bowen				1.4.09	31.3.12				
Key Action - Production of Local Development Plan (LDP) in accordance with the published Delivery Agreement	Leave blank	Jon Timothy				1.4.09	31.3.12				
Key Action - Monitor Planning Appeal decisions and report to Scrutiny	Leave blank	Eifion Bowen				1.4.09	31.3.12				
	Discuss appeal decisions at away days	Eifion Bowen				1.4.09	31.3.12	PLA/003			

Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2008/09	2009/10	2010/11	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2008/09	Free for Dept Tag eg Joint Review Action?
Key Action - Utilise GIS System	Leave blank	Eifion Bowen				1.4.09	31.3.12				
	Verify existing data held on GIS	Eifion Bowen / Emily Dent				1.4.09	31.3.12				
Key Action - Monitor Enforcement Notice appeal decisions and report to Scrutiny	Leave blank	Eifion Bowen / Senior DC Officers				1.4.09	31.3.12				
	Discuss appeal decisions at Away Days	Eifion Bowen				1.4.09	31.3.12	PLA/003			

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective	Reconcile the needs of development and conservation										
Main PI (s) & Target:	NONE										
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?
Key Action - Implement programme of projects as per Tywi Afon yr Oesoedd (TAYO) submission	Leave blank	Eifion Bowen / Ian Thomas				1.4.09	31.3.11			YES	
	Preparation of continuation bids to Rural Development Plan (RDP) and other sources of funding for further development of TAYO project	Eifion Bowen / Ian Thomas				1.4.09	31.3.11				
Key Action - Produce Planning and Development Briefs for priority sites, in accordance with priorities to be determined	Leave blank	Jon Timothy				1.4.09	31.3.12				
	Priorities to be re-affirmed through DART.	Jon Timothy				1.4.09	31.3.12				
Key Action - Produce Supplementary Planning Guidance arising from Carmarthenshire Unitary Development Plan	Leave blank	Jon Timothy				1.4.09	31.3.12				

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?
Key Action - Carmarthen Castle Enhancement Scheme	Leave blank	Ian Thomas				1.4.09	31.3.12		ACEE		
	Monitor the structural stability of the Shell Keep	Ian Thomas				1.4.09	31.3.12				
Key Action - Production and publication of advice and guidance on Biodiversity (internally and externally)	Leave blank	Ian Thomas				1.4.09	31.3.12		ACEE		
	1. Establish SLA with emerging West Wales Biodiversity Group; 2. Application of Landmap 3. Production & publication of advice on development proposals (private & public); 4. Continued involvement with LBAP, facilitating development & implementation of habitat and species action plans.	Ian Thomas				1.4.09	31.3.12		ACEE		
Key Action - Production and publication of advice and guidance on Landscape Design (internally and externally)	Leave blank	Ian Thomas				1.4.09	31.3.12		ACEE		
Key Action - Production and publication of advice and guidance regarding enhancement of conservation areas (internally and externally)	Leave blank	Ian Thomas				1.4.09	31.3.12		ACEE		
Key Action - Continue to implement Llandovery/Llangadog Town Heritage Initiative (THI) scheme	Leave blank	Ian Thomas				1.4.09	31.3.11		ACEE		

Part 3 - Service Improvement Planned in 2008/11

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

Objective	To regulate the use of land in the interests of the public										
Main PI (s) & Target:	PLA/005 Number of Enforcement Complaints resolved during the year within 12 weeks of receipt - Target 2009/2010 = 70% 5.4.1.5 The number of advertised departures from the adopted development plan approved by the authority as a percentage of total permissions granted- Target 2009/2010 = 0.16%										
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?
Key Action - Produce Housing Land Availability Study in association with statutory bodies	Leave blank	Jon Timothy				1.4.09	31.3.12				
Key Action - Undertake Community Involvement Scheme for preparation of Local Development Plan	Leave blank	Jon Timothy				1.4.09	31.3.12			YES	
Key Action - Undertake Employment Land Survey	Leave blank	Jon Timothy									
Key Action - Complete Retail Impact Assessment on a county-wide basis	Leave blank	Jon Timothy									

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?
Key Action - Investigate, Monitor and take action with respect to unauthorised developments and non-compliance with planning conditions	Leave blank	Eifion Bowen / Senior DC Officers				1.4.09	31.3.12	PLA/003 5.4.1.5		YES	
Key Action - Mineral/Waste report to be produced annually	Leave blank	Hugh Towns				1.4.09	31.3.12				
	Mineral/Waste report, identifying progress on monitoring of minter/waste sites throughout County to be produced annually	Hugh Towns				1.4.09	31.3.12				
Key Action - Enforcement Report to be produced quarterly	Leave blank	Eifion Bowen / Senior DC Officers				1.4.09	31.3.12	PLA/005			
	Enforcement Report, identifying progress on individual enforcement investigations, and performance against Performance Indicator to be produced quarterly.	Eifion Bowen / Senior DC Officers				1.4.09	31.3.12	PLA/005			
Key Action - Process planning applications for minerals and waste sites in accordance with statutory requirements and national and local	Leave blank	Hugh Towns				1.4.09	31.3.12				

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?
policy											
Update surveys on all active mineral sites to ensure compliance with planning conditions and up to date mineral reserve information. Where non-compliance is found appropriate action will be taken to remedy the breach of planning control identified	Leave blank	Hugh Towns				1.4.09	31.3.12				
Further develop and implement procedures for Planning Enforcement in response to Central Government advice and case law	Leave blank	Eifion Bowen				1.4.09	31.3.12				
Serve Prohibition Notices on long dormant quarries and seek authorisation for a programme of issuing the relevant notices where it is considered appropriate to do so.	Leave blank	Hugh Towns				1.4.09	31.3.12				
	1. Identify Prohibition Notices to be served during 2009/2010:	Hugh Towns				1.4.09	31.3.12				
	2. Identify Prohibition Notices to be served during 2009/2010. All Prohibition Notices to be served following the approval of the Executive Board Member for Regeneration and Leisure.	Hugh Towns				1.4.09	31.3.12				

Part 3 - Service Improvement Planned in 2008/11

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

Objective 4	To contribute to a safer and more accessible environment										
Main PI (s) & Target:	PLA/004A The percentage of major planning applications determined during the year within 13 weeks - Target 2009/2010 = 30% PLA/004B The percentage of minor planning applications determined within 8 weeks - Target 2009/2010 = 58% PLA/004C The percentage of householder planning applications determined within 8 weeks - Target 2009/2010 = 88% PLA/004D The percentage of all other planning applications determined during the year within 8 weeks – Target 2009/2010 = 74%										
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?
Promote Building Control marketing strategy with key stakeholders	Leave blank	Eifion Bowen / Handel Davies				1.4.09	31.3.12				
Target Local Authority sites for development (Building Control)	Leave blank	Eifion Bowen / Handel Davies				1.4.09	31.3.12				
	Raise awareness with DART	Eifion Bowen / Handel Davies				1.4.09	31.3.12				
Monitor 8-week planning application determination figure	Leave blank	Eifion Bowen/ Nia Stoakes				1.4.09	31.3.12	PLA/004b PLA/004c PLA/004d		Yes	
	1. Report result to Scrutiny Committee	Eifion Bowen/ Nia Stoakes				1.4.09	31.3.12	PLA/004b PLA/004c PLA/004d			

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?
Set individual targets for officers determining various planning application types	Leave blank	Eifion Bowen				1.4.09	31.3.12	PLA/004a PLA/004b PLA/004c PLA/004d			
Discuss response times with statutory consultees	Leave blank	Eifion Bowen				1.4.09	31.3.12				
	1. Highlight response times with Highways and Public Protection Divisions;	Eifion Bowen				1.4.09	31.3.12				
	2. Assess impact of Section 106 Agreements on decision dates for major applications.	Eifion Bowen				1.4.09	31.3.12				
Integrate Development Control and Enforcement	Leave blank	Eifion Bowen				1.4.09	31.3.12				
	1. Produce and publish protocol of link between Development Control & Enforcement.	Eifion Bowen / Senior DC Officers				1.4.09	31.3.12				
	2. Review structure of Development Control & Enforcement	Eifion Bowen				1.4.09	31.3.12				
Accommodate requirements of clients to accept applications and correspond electronically	Leave blank	Eifion Bowen / Handel Davies				1.4.09	31.3.12		MICT	Yes	
	To make 'Submit a Plan' available online for making electronic Building Control applications	Handel Davies				1.4.09	31.3.12				
Consult with applicants within three weeks of full plan deposit.	Leave blank	Handel Davies				1.4.09	31.3.12	BCT/004			

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?
Monitor the implementation and effectiveness of the Dangerous Structures Policy	Leave blank	Handel Davies				1.4.09	31.3.12		ACEE	Yes	
To introduce remote working to facilitate agile working within Building Control	Leave blank	Handel Davies				1.4.09	31.3.12				
	Review available mobile working technologies.	Handel Davies				1.4.09	31.3.12				
Establish a Chartered Building Consultancy.	Leave blank	Handel Davies				1.4.09	31.3.12				
	Upon 50% of management structure being qualified.	Handel Davies				1.4.09	31.3.12				
Continue to hold Quality Award Ceremony	Leave blank	Handel Davies				1.4.09	31.3.12				
Monitor minerals and waste sites in the Brecon Beacons National Park area under the agreed SLA	Leave blank	Hugh Towns / Keith James				1.4.09	31.3.12				
Subject to SLA Agreement monitor mineral sites and undertake mineral planning service for Pembrokeshire Coast National Park and Pembrokeshire County Council	Leave blank	Hugh Towns / Keith James				1.4.09	31.3.12				

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/10-12

Objective	To promote certainty and confidence among the public and developers										
Main PI (s) & Target:	NONE										
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?
Key Action - Identify programme of press releases in consultation with the press unit	Leave blank	Eifion Bowen / Nia Stoakes				1.4.09	31.3.12				
Key Action - Monitor nature of complaints (link with Scrutiny Committee reports)	Leave blank	Eifion Bowen / Nia Stoakes				1.4.09	31.3.12				
Key Action - Develop training plans in response to new legislation and link with annual appraisal	Leave blank	Eifion Bowen				1.4.09	31.3.12				
Key Action - Review support staff within Planning Division	Leave blank	Eifion Bowen				1.4.09	31.3.11				

Table 3b

What we want to achieve in 2009/10-12

Key Divisional Objective:												
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	
a. Helping Staff to Perform - all staff to have an opportunity to discuss their performance and how they can be helped to improve.												
Ensuring staff receive a 'Helping People to Perform' meeting with their line manager		Eifion Bowen / BUMs	x	x	x	1.4.09	31.3.12	1.3.2.11b	MSOS	SO, P	No	
Maintain the system for capturing, analysing and monitoring appraisal and PDP information		Nia Stoakes	x	x	x	1.4.09	31.3.12	1.3.4.11a	MSOS	P	No	
Review Mentoring and Coaching Pilot		Eifion Bowen	x			1.4.09	31.3.10					
b. Communications - to ensure effective internal communication. Including staff conferences, team meetings and newsletters.												
Ensure telephones are answered quickly	Unavailable from corporate centre							2.2.2.9	BPCF	P	No	
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												
Cross refer to table 2c		Eifion Bowen / BUMs	x	x	x	1.4.09	31.3.12			SO, A	No	
d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs												
See Table 4b		Eifion Bowen / BUMs	x	x	x	1.4.09	31.3.12			F	No	
e. Marketing the Council - working proactively to ensure a flow of stories and initiatives.												
Review and enhance the marketing strategy for Building Control		Eifion Bowen / Handel Davies	x	x	x	1.4.09	31.3.12			Q	No	
f. Customer Focus - working to identify and ensure poor customer care is addressed and improved.												

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	
g. Performance -continued improvement of service PI's overall - action taken to address falling or failing performance.												
See Tables 3 and 5		Eifion Bowen / BUMs	x	x	x	1.4.09	31.3.12					
h. Human Resources - Workforce Planning - Managing Sickness. Workforce plans to be developed.												
Managing Sickness Absence		Eifion Bowen / BUMs	x	x	x	1.4.09	31.3.12	CHR2	MSOS	P	No	
Comply with return to work procedures		Eifion Bowen / BUMs	x	x	x	1.4.09	31.3.12	1.3.2.16		P	No	
Prepare exit strategy for staff employed on specific projects (e.g. Tywi Afon yr Oesoedd, Llandovery/Llangadog THI)		Eifion Bowen / BUMs	x	x	x	1.4.09	31.3.12			P	No	
i. Energy - Proposals to reduce energy(and water) consumption in buildings, vehicles and in policies etc.												
Support the County Council'r Carbon Management Plan	Encourage improved travel planning and the use of new technology by staff	Eifion Bowen / BUMs / SDCO's	x	x	x	1.4.09	31.3.12			Q	No	
Work closely with applicants to ensure improved energy ratings in new developments		Eifion Bowen / SDCO's	x	x	x	1.4.09	31.3.12			Q	No	
j. Asset Management Plan												

a - i = Corporate Objectives for all Services

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

PART 4 - Use of Resources

3 YEAR REVENUE BUDGETS

Table 4a

2009-10 to 2011-12

2008-2009			Statutory S/NS/Both	2009-2010			2010-2011			2011-2012		
Expend'	Income	Net		Expend'	Income	Net	Expend'	Income	Net	Expend'	Income	Net
£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
		446		474	-13	461	491	-13	478	507	-13	494
		104	S	1,560	-1,462	98	1,613	-1,502	111	1,668	-1,543	125
		445	S	500	-55	445	516	-91	425	534	-127	407
		0	NS	0	0	0	0	0	0	0	0	0
		588	S	684	-53	631	701	-55	646	718	-56	662
		35	NS	64	-29	35	66	-30	36	69	-31	38
		927	S	1,033	-8	1,025	1,072	-8	1,064	1,112	-8	1,104
		-607	S	19	-641	-622	19	-660	-641	19	-679	-660
		5	S	5	0	5	5	0	5	5	0	5
		3	S	76	-73	3	78	-75	3	80	-77	3
		503	S	715	-161	554	726	-161	565	738	-161	577
0	0	2,449		5,130	-2,495	2,635	5,287	-2,595	2,692	5,450	-2,695	2,755
Total Planning												

Table 4c - Capital

What do we spend on Capital ?
completed for the Service Head (Divisional) Plan only.

Scheme	2008/09			2009/10			2010/11			2011/12		
	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required
Llandovery and Llangadog THI	288	200	88	312	224	88	312	24	88	0	0	0
Tywi Afon yr Oesoedd	60	0	60	260	200	60	260	200	60	0	0	0
Buildings at risk	0	0	0	30	0	30	0	0	0	0	0	0
Carmarthen Castle Enhancement Phase 4	0	0	0	10	0	10	0	0	0	0	0	0

Explanation of significant variation

Explain any potential external funding
 Additional revenue consequences (costs or savings) could be outlined

Table 5a – Planning 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	Our 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: To deliver a Planning service in a clear, accessible and transparent way by informing the general public and key stakeholders of development proposals

Main Indicator(s)

PLA/003	The percentage of appeals determined that upheld the authority's decision in relation to planning application decisions and enforcement decisions	64.0%	NOT APPLICABLE			67.5%	68.0%	☺	▲	65%	✗	66%	67%	✗		Q
The target now reflects Planning Appeals relating to Enforcement cases. Such appeals have 7 grounds of appeal, some of which are agreed to (e.g. period of compliance) whilst other are not (e.g. planning permission granted). The calculation of this target is complex and the identified target is a result of professional judgement. The target will be achieved by a more sophisticated assessment of appeal decisions, which will be undertaken by officers.																

Secondary Indicator(s)

5.4.1.6	% of searches returned in 5 working days	82.76%	NOT APPLICABLE			80.00%	90.03%	☺	▲	90.00%	✗	92.00%	94.00%	✗		SO
The target has not been set to improve due to the introduction of a new back office system for Development Control, scheduled for March/April 2009, may disrupt services temporarily. Due to the dual roles of staff members who currently process searches, they will also have to be trained to implement the new planning system.																

Objective 2: Reconcile the needs of development and conservation

Main Indicator(s)

NONE																
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Secondary Indicator(s)

NONE																
------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Objective 3: To regulate the use of land in the interests of the public

Main Indicator(s)

5.4.1.5	The number of advertised departures from the adopted development plan approved by the authority as a percentage of total permissions granted	0.10%	NOT APPLICABLE			0.15%	0.14%	☺	▲	0.16%	✗	0.14%	0.12%	S	ABUL	Q
Unusual projects can never be ruled out, and the Planning Act allows for other material considerations. As the decision ultimately resides with the elected members, the matter is outside the control of Officers.																

PLA/005	Number of Enforcement Complaints resolved during the year within 12 weeks of receipt	76.7%	76.3%	69.4%	****	80.0%	68.3%	☹	▼	80.0%	✓	81.0%	82.0%	✗	ACEE	Q
The end of year result is off target and showing a decline as the Quarter 4 results reflect overall case review resulting in closure of long-standing investigations.																

Secondary Indicator(s)

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

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	Our Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (h) ✓ or ✗	Target Set	Target Set			
PLA/002	The percentage of planning applications determined during the year that were approved	82.1%	90.2%	86.2%	**	83.0%	81.0%	☹	▼	81.0%	✗	81.0%	81.0%	✗		Q
		A number of applications refused due to non-submission of additional information. Determination concluded in order to improve 8 week target. The target is not set to improve based on past trends and on the increased tendency by Planning Committee to refuse applications contrary to an officer recommendation to approve.														
PLA/006	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	12.0%	11.0%	8.0%	****	14%	19%	☺	▲	14%	✗	16%	18%	✗		SO
		The target has not been set to improve as the economic recession will result in the non-progression of major residential schemes, which have been the main provider of affordable houses.														
PLA/007	The number of additional housing units provided during the year on previously developed land as a percentage of all additional housing units	38.16%	83.10%	66.11%	*	39.00%	30.45%	☹	▼	26%	✗	27%	28%	✗		SO
Objective 4: To contribute to a safer and more accessible environment																
Main Indicator(s)																
PLA/004a	The percentage of major planning applications determined during the year within 13 weeks	22.2%	41.3%	34.9%	**	23.0%	36.7%	☺	▲	30.0%	✗	32.0%	34.0%	K	BPCF	Q
		Reason for not setting the target to improve are as follows :- All major developments within the Llanelli sewerage treatment works catchment area are affected by water quality issues within the Burry Inlet. The introduction of a new national planning policy on sustainable building standards will impact on decision making as further details will be required. Another factor to consider is that an increasing number of concerns are being expressed by the Countryside Council for Wales on habitat issues.														
PLA/004b	The percentage of minor planning applications determined during the year within 8 weeks	55.5%	57.4%	53.9%	***	55.5%	61.0%	☺	▲	58.0%	✗	60%	62%	S	BPCF	Q
		Reason for not setting the target to improve are as follows :- All developments within the Llanelli sewerage treatment works catchment area are affected by water quality issues within the Burry Inlet. The introduction of a new national planning policy on sustainable building standards will impact on decision making as further details will be required. Another factor to consider is that an increasing number of concerns are being expressed by the Countryside Council for Wales on habitat issues.														
PLA/004c	The percentage of householder planning applications determined during the year within 8 weeks	84.1%	84.6%	80.7%	***	85.0%	86.0%	☺	▲	88.0%	✓	89%	90%	S	BPCF	Q
PLA/004d	The percentage of all other planning applications determined during the year within 8 weeks	72.0%	72.3%	66.7%	***	72.0%	73.1%	☺	▲	72.0%	✗	73%	74%	✗		Q
		Great improvement is not expected as the main figure involves advertisements, an increasing number of which involve an associated Listed Building Consent (LBC) application and are within Conservation Areas. Advertisement consents are not released until LBC applications are determined as per WAG advice														

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	Our 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
BCT/004	The percentage of Building Control "full plan" applications checked within 15 working days during the year	94.4%	94.2%	82.2%	****	98.0%	98.6%	☺	▲	98.5%	✗	98.50%	98.50%	✗		Q
Secondary Indicator(s)																
BCT/007	The percentage of first time 'full plan' applications accepted	75%	98%	92%	*	75%	95%	☺	▲	98%	✓	99%	99%	✗		Q
Objective 5: To promote certainty and confidence among the public and developers about the type of development that will be permitted at a given location																
Main Indicator(s)																
	NONE															
Secondary Indicator(s)																
	NONE															

Table 5b – Planning 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 x	Target Set	Target Set
Divisional Standard Measures (Link to Table 3b)										
a. Helping Staff to Perform										
1.3.2.11(b)	% of third tier managers appraisals carried out during the year	100%	100%	100%	☺	▼ ▲				
1.3.2.11(a)	% Appraisals carried out during the year	100%	100%	56%	☹	▼				
b. Internal Communications										
2.2.2.9	% calls answered within 14 second target									
c. Human Resources										
CHR 2	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	12.0 days		5.9 days						
1.3.2.16	% of Return to Work Interviews conducted		100%	96.50%	☹	▼				
d. Service Asset Mangement Plans										

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
Objective 1	1	1	0	0	0
Objective 2	0	0	0	0	0
Objective 3	2	3	0	0	0
Objective 4	0	6	0	0	0
Objective 5	0	0	0	0	0
Objective 6					
Total	3	10	0	0	0

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
PLA/004E	Q, SO	The percentage of all applications subject to Environmental Impact Assessment (EIA) determined within 16 weeks	Regeneration & Leisure	Planning	Development Control	Eifion Bowen	At present there is no reliable system in place to collect this information. Plus, the circumstances relating to the water quality of the Burry inlet (SAC) will distort the relevance of EIA Regulations in Carmarthenshire.

The Welsh Assembly Government expect all of the above Core Measures to be reported, but this does not mean that they have to be included in the Business Plans.

WAG recognise this 'discounting' process.