

TECHNICAL SERVICES DEPARTMENT

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

**Head of Service - Phil Lumley**



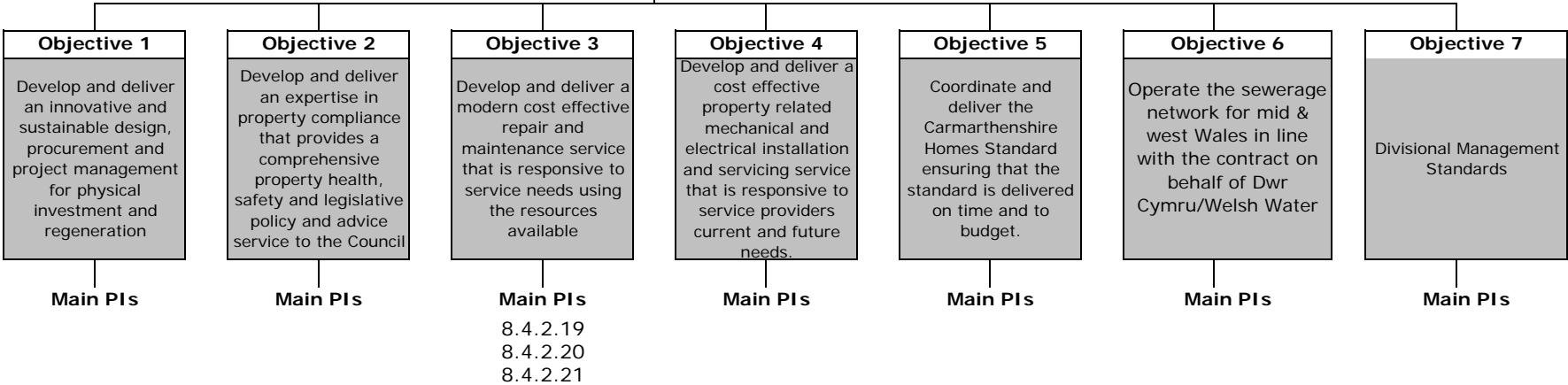
To deliver the Community Plan priorities of:

- # Opening Doors
- # Feeling Fine
- # Investment and Innovation
- # Feeling Secure
- # A Better Place

The objectives below will be pursued:

Gross Budget 2009/10

**£36,072,000**



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

*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.*

## Property Services – Business Plan 2009-2012

### Part 1 - The Service in context

**Table 1a**

<b>Service Facts</b>		
<b>Division</b>	Property Services	<b>E-Mail:</b> plumley@carmarthenshire.gov.uk
<b>Division Head</b>	Phil Lumley	<b>For further information please go to www.carmarthenshire.gov.uk/ performance or Telephone: 5133</b>
<b>Executive Board Member</b>	Cllr. W. Haydn Jones	
<b>Scrutiny Chair</b>	Cllr. T.J.Jones	
<b>Service Profile</b>		
<p>The Property Services Division is responsible for facilities management of the Councils existing and future property portfolio. This involves using its own resources or working with partners to provide property design and construction expertise for many of the Council's major capital investment projects including; the Modernising Education Programme, Physical Regeneration Projects, Delivering the Carmarthenshire Homes Standard, Housing Area Renewal, Care Homes Redevelopments and Leisure. It is also responsible for the repair, maintenance and improvement of the majority of the Council's existing property assets and provides expert advice on the Council's property related health and safety responsibilities recommending good practice and developing policy and procedure to ensure that it complies with legislative requirements. The Hydrology section provides sewerage services for the West Wales region covering an area which includes Powys, Ceredigion, Pembrokeshire and Carmarthenshire; as well as sewerage and drainage services to council-owned properties.</p>		

**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 Property Services Division does not have a lead role in the delivery of the Council's priorities but it does have a major contributory role in many and contributes some support to other actions these are listed below.

**Opening doors**

Building a learning society  
Rights and Responsibilities of learners  
Maintaining and improving standards  
Effective deployment of resources

**Investment and innovation**

Supporting Area Regeneration  
Maximising extrnal funding  
Creating jobs and improving productivity  
Retaining and attracting a young workforce

**Buidling a better council**

Providing eual opportunities  
Encourage sustainable development  
Promoting the Welsh Language  
Putting customers first and delivering quality services  
Being open transparent and inclusive

**Feeling secure**

Delivering safety and security

**Making better use of resources**

Supporting our staff  
Improving the management of finances and  
Improving the management of property  
Improving services by the use of information communication technology (ICT)

**Making better use of resources**

Supporting our staff  
Improving the management of finances and  
Improving the management of property  
Improving services by the use of ICT

**Feeling fine**

Improving health  
Providing quality and affordable housing  
Providing social care for adults  
Improving Social Care for Children and Young People  
Promoting Leisure

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

Carmarthenshire Community Strategy, Corporate Strategy, Community Safety Strategy, Health, Social Care and Well Being Strategy, Single Education Plan, Housing Strategy, Modernising Education Provision, Customer Care Strategy, Social Inclusion Strategy, Sustainable Development Strategy, Private Sector Housing Renewal Policy, Affordable Warmth Strategy, Carmarthenshire Connections, Accommodation Strategy for older people.

Part 1 - Table 1c - Does the Service Contribute to any Council Priorities ?

How services join together to deliver improvements

	Community Planning Themes																																							
	A Better Place		Opening Doors - <b>New</b> Children and Young Peoples Plan				Feeling Fine - <b>New</b> Health Social Care and Well Being Plan		Investment and Innovation		Feeling Secure - <b>New</b> Community Safety Plan			Building a Better Council Blocks			Making Better Use of Resources																							
<b>Council Priorities</b>	Addressing Climate Change	Sustainable Resource Use	Distinctive Biodiversity, Landscapes & Seascapes	Our Local Environment	Environmental Hazards	Local Transport - Getting About	Have a flying start	Education and Learning Opportunities	Health, freedom from abuse and victimisation	Play sport ,leisure and culture	Participation in decision making	Safe home and community	Not disadvantaged by poverty	...Adult and Community Learning	Preventing ill health in the first place(root causes,access+ housing)	All Careres including young carers	Children and young people, particularly children in need	Meeting ...specific health and well being needs	Improving availability & quality of support services for older people	Promoting Leisure	Supporting Area Regeneration	Maximising External Funding	Creating Jobs and Improving Productivity	Retaining & Attracting a Young Workforce	Reducing violent and alcohol related crime	Tackling Anti Social Behaviour and Criminal damage	Reducing vehicle crime	Reducing burglary	Tackling drug and alcohol misuse	Improving Road Safety	Providing Equal Opportunities and Social Inclusion	Encouraging Sustainable Development	Promoting the Welsh Language	Partnership work / connecting with Communities	Putting Customers First & Quality Services	Being Open, Transparent and Inclusive	Supporting Our Staff	Manag't of finances and procurement	Improving the management of property	Improving services by the use of ICT
Priority References - for use in Tables 3a (Column 12) and 5a (Column Q )	ACC	ASRU	ADBLs	AOLE	AEH	AGA	OCYP1	OCYP2	OCYP3	OCYP4	OCYP5	OCYP6	OCYP7	OACL	FF1	FF2	FF3	FF4	FF5	IPM	ISAR	ILMD	IRAYF	IMEF	FSVA	FSASB	FSVC	FSB	FSDA	FSRS	BPEO	BESD	BPWL	BWP	BPCF	BOTI	MSOS	MMFP	MMP	MICT
<b>Property Services</b>	2	3	3	3	2			3					3	3	3	3				2	2		2	3	3			2	3	3	3	3	2	2	3	3	2	2	3	

<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
<b>Technical Services</b>	Consultancy/Building Services	The need to implement a revised structure for the division	<b>L</b>	09/PL/L1
<b>Technical Services</b>	Consultancy/Building Services	The need to undertake a sufficient level of stock conditions surveys/planned maintenance	<b>M</b>	09/PL/M2
<b>Technical Services</b>	Consultancy/Building Services	Implementation of the Contractor Partnering arrangement	<b>M</b>	09/PL/M3
<b>Technical Services</b>	Consultancy/Building Services	implementation of the new Design Partnering Arrangement	<b>M</b>	09/PL/M4
<b>Technical Services</b>	Consultancy/Building Services	Impact of the legislative procedures/processes	<b>M</b>	09/PL/M5
<b>Technical Services</b>	Consultancy/Building Services	The need to invest in Authority owned sewerage pumping stations	<b>M</b>	09/PL/M6
<b>Technical Services</b>	Consultancy/Building Services	Re-bid for WWDC Contract	<b>H</b>	
<b>Technical Services</b>	Consultancy/Building Services	Ability and Flexibility to provide innovative and positive leadership	<b>M</b>	


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

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

This page is prepopulated for the Division prior to release

**Summary of Progress**

Objectives in Divisional Business Plan	Total No. of actions agreed	Total No. of actions completed / overall deemed on target	Total No. of actions not due to start until after this qtr	Total No. of actions overall deemed off target	Total No. of actions not reported	% overall on target	Progress?
							
Develop and deliver an innovative and sustainable design, procurement and project management for physical investment and regeneration	1	0	1	0		100%	
Develop and deliver an expertise in property compliance that provides a comprehensive property health, safety and legislative policy and advice service to the Council	10	1	6	3		70%	
Develop and deliver a modern cost effective repair and maintenance service that is responsive to service needs using the resources available	3	0	3	0		100%	
Develop and deliver a cost effective property related mechanical and electrical installation and servicing service that is responsive to service providers current and future needs.	2	0	2	0	0	100%	

Coordinate the delivery of the Carmarthenshire Homes Standard ensuring that the standard is delivered on time and to budget.	7	0	7	0	0	100%	
Operate the sewerage network for mid & west Wales in line with the contract on behalf of Dwr Cymru/Welsh Water	4	0	4	0	0	100%	
<b>Overall performance</b>	<b>27</b>	<b>1</b>	<b>23</b>	<b>3</b>		<b>89%</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=100](http://intranet/CCC_APPS/eng/PIMS/actions/reports/BusinessPlanReport.asp?DocumentID=100)

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 ?
Feedback received from complaints and compliments received from clients.	Incoming complaints are resolved where possible.
Operational Unit officers meet with service departments on a regular basis e.g. Head Teachers Finance Group and Corporate Property.	Information gathered from such meetings inform and re-focus service delivery
Consultation with service departments with the introduction of policies e.g. Health & Safety in Chief Executive's department.	Feedback received helps with the development of policies and procedures, leading to efficiencies within the Compliance section.
Consultation undertaken with clients via Welsh Water, which employs consultants as mystery shoppers and to undertake surveys	TBC
Monthly consultation via client project groups.	Consultaiton required in order to implement projects within timescales and budgets.
Quarterly Partnership Relationship Group meetings, chaired by the Head of Audit, Risk & Procurement.	Strategic delivery of projects to be delivered via existing framework.
Tennants participation panel - DCHS performance will be reported to tennants group to discuss delivery.	Full involvement of tennants with the DCHS busienss plan.

## Filter by service

## Partnership Working

## Table 2C2

Subject Area	Activity Lead Officer Contact	Reason for Joint Working	Participating Organisations
Technical Services - Property Services	Phil Lumley Head of Consultancy PLumley@carmarthenshire.gov.uk 01267 228133	Service provision, in response to operational needs / requests and for the delivery of the capital programme. Work with Planning and Building Regulations regarding the design / specification to ensure the minimal standards are achieved.	All departments within CCC
Technical Services - Property Services	Phil Lumley Head of Consultancy PLumley@carmarthenshire.gov.uk 01267 228133	Work in partnership to contract aspects of Operational Unit and Hydrology work, including a sub contract to Kelda Water on the treatment	Sub Contractors including Kelda Water Services
Technical Services - Property Services	Phil Lumley Head of Consultancy PLumley@carmarthenshire.gov.uk 01267 228133	Work in partnership in order to attain materials at the right time and at the best value.	Suppliers
Technical Services - Property Services	Phil Lumley Head of Consultancy PLumley@carmarthenshire.gov.uk 01267 228133	Working in partnership to make adequate provision of revenue for capital schemes.	Capital Investment Groups
Technical Services - Property Services	Phil Lumley Head of Consultancy PLumley@carmarthenshire.gov.uk 01267 228133	Delivery of capital programme	Mott MacDonald
Technical Services - Property Services	Phil Lumley Head of Consultancy PLumley@carmarthenshire.gov.uk 01267 228133	Lease of equipment and maintenance of that equipment. Undertake risk assessments and asbestos removal management	Partnership arrangements with asbestos consultants
Technical Services - Property Services	Phil Lumley Head of Consultancy PLumley@carmarthenshire.gov.uk 01267 228133	Risk assessment and audits on the housing stock	Mid & West Wales Fire Authority
Technical Services - Property Services	Phil Lumley Head of Consultancy PLumley@carmarthenshire.gov.uk 01267 228133	Provision of sewerage / drainage	Dwr Cymru / Welsh Water

# 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 / Core in 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												
								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
CAM/001ai	C	a) % of the gross internal area of the local authority's buildings in condition categories i) A	TCH	Property Services			N	0.1	2.0	2.1	5.2	5.8	6.5	6.7	9.8	10.0	10.0	10.3	12.2	13.6	20.0	22.6	39.0	9.9					
CAM/001aii	C	a) % of the gross internal area of the local authority's buildings in condition categories ii) B	TCH	Property Services			N	21.2	27.5	31.4	32.1	47.2	52.7	54.0	56.7	59.0	61.0	68.5	70.3	74.7	80.1	80.4	81.6	57.8					
CAM/001aiii	C	a) % of the gross internal area of the local authority's buildings in condition categories iii) C	TCH	Property Services			N	62.4	50.2	47.3	46.1	33.0	27.2	26.7	26.6	25.5	24.5	19.5	19.2	17.7	11.7	10.9	4.2	26.0					
CAM/001aiv	C	a) % of the gross internal area of the local authority's buildings in condition categories iv) D	TCH	Property Services			N	26.4	20.7	7.0	6.0	3.0	2.5	2.2	2.2	1.6	0.4	0.3	0.3	0.1	0.1	0.0	0.0	1.9					
CAM/001bi	C	b) % of the total value of required maintenance for the local authority's buildings assigned to works of priority level: i) 1	TCH	Property Services			N	48.7	36.4	36.2	16.5	15.8	14.0	10.0	8.8	8.1	6.1	5.5	3.8	2.0	1.6	0.4	0.3	0.2	0.1	0.0	6.1		
CAM/001bii	C	b) % of the total value of required maintenance for the local authority's buildings assigned to works of priority level: ii) 2	TCH	Property Services			N	73.9	67.4	65.9	65.7	64.7	59.8	53.5	49.8	49.4	48.1	45.2	45.2	45.2	44.6	42.2	38.4	34.5	32.2	15.7	48.1		
CAM/001biii	C	b) % of the total value of required maintenance for the local authority's buildings assigned to works of priority level: iii) 3	TCH	Property Services			N	67.8	67.3	56.2	51.6	51.5	49.3	48.7	44.7	40.1	38.4	36.1	35.0	32.4	32.3	26.0	25.3	25.2	14.0	1.9	38.4		
HLS/010a	C-BP	The average number of calendar days taken to complete: a) Emergency repairs	TCH	Property Services	FF		Y	1.1	1.0	1.0	0.9	0.8	0.8	0.7	0.7	0.5	0.5	0.5	0.5	0.3	0.3	0.3	0.3	0.2	0.2	0.1	0.1	0.5	
HLS/010b	C-BP	The average number of calendar days taken to complete: b) Urgent repairs	TCH	Property Services	FF		Y	16.7	9.6	8.6	8.0	7.6	6.6	6.1	6.1	6.0	6.0	4.4	4.3	3.6	3.1	3.0	2.5	2.1	2.0	1.5	1.4	1.0	4.4
HLS/010c	C-BP	The average number of calendar days taken to complete non-urgent responsive repairs	TCH	Property Services	FF		Y	145.1	88.9	77.2	63.0	52.0	45.5	31.0	28.5	27.6	27.5	24.0	20.6	20.3	19.7	19.0	18.8	18.3	16.9	15.9	13.1	12.3	24.0

Comments on how Service results compare with other Welsh Councils for 2007/2008	
PI Reference / Description	Supporting Comments
HLS010a	Data being received from external contractors is negatively skewing the emergency repairs results. There is a difficulty in ensuring the flow and robust nature of data received, consequently the service area is reliant upon external contractors reporting accurate timescales. Remedial action: The service is currently developing partnering meetings with external contractors to ensure the problem is addressed and rectified.

Part 3 - Service Improvement Planned in 2009/12

Table 3a

What we want to achieve in 2009/09-12

Objective

Develop and deliver an innovative and sustainable design, procurement and project management for physical investment and regeneration

Main PI (s) & Target:

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? 2008/09	Free for Dept Tag eg Joint Review Action?
Develop and monitor project management initiatives with appointed contractors.		Phil Lumley				01/04/2009	31/10/2010				TS181
Monitor and Improve property design partnership process.		PLumley / PLumley				01/04/2009	31/10/2010				TS023
Appointment of suitably qualified staff to fulfil structure		Phil Lumley				01/04/2009	30/09/2009				TS184

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

**Table 3a**

**What we want to achieve in 2009/09-12**

Objective

Develop and deliver an expertise in property compliance that provides a comprehensive property health, safety and legislative policy and advice service to the Council

Key PI (s) & Target:

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? 2008/09	Free for Dept Tag eg Joint Review Action?
Agree and implement Corporate Policy for Legionella.		PLumley / HHarries				01/04/2009	31/03/2012				TS024
Fire risk assessment process to be implemented.		PLumley / HHarries				01/04/2009	31/03/2012				TS025
Agree and implement Corporate Policy for Glazing.		PLumley / HHarries				01/04/2009	31/03/2012				TS026
Agree and implement Corporate Policy for CDM.		PLumley / HHarries				01/04/2009	31/03/2012				TS027
Full compliance of CDM regulations for all engineering related schemes undertaken within the division.		PLumley / HHarries				01/04/2009	31/03/2010				TS028
Agree and implement Corporate Policy for Asbestos.		PLumley / HHarries				01/04/2009	31/03/2012				TS151
Agree and implement Corporate Policy for finger trapping.		PLumley / HHarries				01/04/2009	31/03/2012				TS152
Coordinate the delivery of the Quality Homes through contractor partnering.		Mark V Davies				01/04/2009	31/03/2012				TS031
Condition surveys management and monitoring		PLumley / HHarries				01/04/2009	31/03/2012				TS032
	Appoint consultant	Hywel Harries				01/04/2009	31/12/2009				
Coordinate and Monitor principle elements of the supply chain.		PLumley / MVDavies				01/04/2009	31/10/2009				TS033

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/09-12

Objective

Develop and deliver a modern cost effective repair and maintenance service that is responsive to service needs using the resources available

Key PI (s) & Target:

HLS010a The average number of calendar days taken to complete: emergency repairs

HLS010b The average number of calendar days taken to complete: urgent repairs

	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? 2008/09	Free for Dept Tag eg Joint Review Action?	
Analyse the number of requests and the costs of responsive repairs against the amount spent on various types of improvements (TASK).		Chris Derrick				01/04/2009	31/03/2011				TS137	
	Monitor call handling accuracy	Chris Derrick				01/04/2009	31/03/2011				TS138	
Generate increased number of appointments and monitor level of appointments kept.		Chris Derrick				01/04/2009	31/03/2010				TS095	
Evaluate roll out mobile technology (tracker system).		PLumley / MVDavies				01/04/2009	31/03/2010				TS034	
Evaluate timetable effectiveness the provision for IPAQ.		Mark V Davies				01/04/2009	31/03/2010				TS097	
Evaluate and further develop the functionality of TASK and utilise accordingly.		PLumley / PLumley				01/04/2009	31/03/2010				TS035	
Conduct customer satisfaction surveys (satisfaction of work and CHS).		PLumley / AYoung				01/04/2009	31/03/2010				TS036	
Manage, monitor and review partnering arrangements.		Mark V Davies				01/04/2009	31/03/2011				TS171	

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

**Table 3a**

**What we want to achieve in 2009/09-12**

Objective

Develop and deliver a cost effective property related mechanical and electrical installation and servicing service that is responsive to service providers current and future needs.

Key PI (s) & Target:

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? 2008/09	Free for Dept Tag eg Joint Review Action?
Capture all non-housing data onto TASK.		PLumley / HHarries				01/04/2009	31/03/2010				TS037
Introduce cyclical module for M&E onto IPF		PLumley / LJDavies				01/04/2009	31/03/2010				TS038
	Capture all relevant M&E information onto TASK.	Len Davies				01/04/2009	31/03/2010				

Part 3 - Service Improvement Planned in 2008/11

Table 3a

What we want to achieve in 2009/09-12

Objective

Coordinate the delivery of the Carmarthenshire Homes Standard ensuring that the standard is delivered on time and to budget.

Key PI (s) & Target:

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? 2008/09	Free for Dept Tag eg Joint Review Action?
Measure the Environmental, Economic and Health impact the Homes Standard investment will have on our communities.		PLumley / AYoung				01/04/2009	31/03/2010				TS039
Develop with the Housing Area Teams an environmental improvement programme for our housing sites.		PLumley / AYoung				01/04/2009	31/03/2010				TS040
Ensure that the Homes Standard project contributes towards the Council's wider regeneration activities.		PLumley / AYoung				01/04/2009	31/03/2010				TS041
Manage the Housing Stock business plan.		PLumley / AYoung				01/04/2009	31/03/2012				TS042
Support, Property, Housing and Financial services divisions in the delivery of their objectives relating to the Carmarthenshire Homes Standard.		PLumley / AYoung				01/04/2009	31/03/2010				TS043
Review the successes and failures of the DCHS Project team to learn lessons that can be used to improve the delivery of the homes standard and other major projects.		PLumley / AYoung				01/04/2009	31/03/2010				TS044
Continue to develop and implement a retention strategy for the Council's housing stock.		PLumley / AYoung				01/04/2009	31/03/2010				TS045

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

**Table 3a**

**What we want to achieve in 2008/09-11**

Objective

Operate the sewerage network for mid & west Wales in line with the contract on behalf of Dwr Cymru/Welsh Water

Key PI(s) & Target:

8.2.5.7 Number of properties flooded internally  
8.2.5.12 Customer satisfaction - are you satisfied with the service provided?

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? 2008/09	Free for Dept Tag eg Joint Review Action?
Analyse satisfaction/ survey results from Welsh Water on a quarterly basis		PLumley / RJCLewis				01/04/2009	31/03/2010				TS046
Perform to the guidelines set out within the contract with DC/WW		PLumley / RJCLewis				01/04/2009	31/03/2010				TS047
Produce report for CMT to identify the exposure to possible prosecution and risk involved with Authority owned sewerage pumping stations		PLumley / RJCLewis				01/04/2009	31/03/2010				TS048
Submit alternative delivery options to Welsh Water post 2010 service contract		PLumley / RJCLewis				01/04/2009	01/07/2009				TS049

**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												Ensure that all staff meet with their respective line managers to establish and agree personal objectives for year ahead												All Appraisers												x												x												x												Apr-09												Mar-12												1.3.2.11b												MSOS																								No																																																											
												Ensure that all appraisal reviews (interim / end of year as appropriate) are undertaken and personal development and other work issues are												All Appraisers												x												x												x												Apr-09												Mar-12												1.3.4.11a												MSOS																								No																																																											
<b>b. Communications - to enure effective internal communication. Including staff conferences, team meetings and newsletters.</b>																																																																																																																																																																																															
Ensure telephones are answered quickly												Ensure that all telephone extensions are set up to be diverted to another number if busy or if unanswered after 5 rings.												Managers												x												x												x												Apr-09												Mar-12												2.2.2.9												BPCF																								No																																																											
Hold Divisional Management team meetings.												Meet each month to discuss property services issues and encourage integrated working												Managers												x												x												x												Apr-09												Mar-12																																				No																																																																							
<b>c. Collaboration Partnership Working (Working within Making the Connections Framework) to engage other Councils and local agencies to consider working together to maximise resources, reduce duplication and generate savings</b>																																																																																																																																																																																															
Cross refer to table 2c																																																																																																																																																																																															
<b>d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs</b>																																																																																																																																																																																															
Engage in PBB process to identify more efficient ways of working.												Hold annual meetings to discuss savings												BU Managers												x												x												x												Apr-09												Mar-12																																																No																																																											
												Formulate PBB proposals for submission to DMT												BU Managers												x												x												x												Apr-09												Mar-12																																																No																																																											
<b>f. Customer Focus - working to identify and ensure poor customer care is addressed and improved.</b>																																																																																																																																																																																															
Identify and meet any customer care training needs as part of HPP process																								All appraisers												x												x												x												Apr-09												Mar-12																																																No																																																											
<b>g. Performance -continued improvement of service PI's overall - action taken to address falling or failing performance.</b>																																																																																																																																																																																															
Actions to improve performance are embedded in this business plan.																																																																																																																																																																																															

<b>h. Human Resources - Workforce Planning - Managing Sickness. Workforce plans to be developed.</b>												
Managing Sickness Absence	Conduct return to work interviews for all staff.	All line managers	x	x	x	Apr-09	Mar-12	CHR2	MSOS		No	
	Develop a framework for monitoring that managers are complying with the SAM policy and procedures.	All line managers	x	x	x	Apr-09	Mar-12	1.3.2.16			No	
See 4d for workforce planning												
<b>i. Energy - Proposals to reduce energy (and water) consumption in buildings, vehicles and in policies etc.</b>												
Attempt to reduce energy in Property Services Offices and depots	Promote and raise awareness of energy reduction methods (switching off PCs, monitors, equipment when not in use).	BU Managers	x	x	x	Apr-09	Mar-12				No	
<b>j. Asset Management Plan</b>												
Contribute to the Strategic Asset Management		Phil Lumley	x	x	x	Apr-09	Mar-12				No	

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

<b>Column 13</b>
<b>Balance:</b>
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 SNS/Bot h	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	
<b>Property Services</b>													
				1,700			1,748			1,800			
				less recharged to other service heads			-706			-706			
<b>217</b>				Net Operational	994	-796	<b>198</b>	1,042	-819	<b>223</b>	1,094	-842	<b>252</b>
<b>91</b>				Residential	724	-651	<b>73</b>	745	-670	<b>75</b>	768	-689	<b>79</b>
<b>34</b>				Services	357	-329	<b>28</b>	368	-338	<b>30</b>	379	-348	<b>31</b>
<b>39</b>				Depot Holding Account	120	-80	<b>40</b>	124	-83	<b>41</b>	128	-85	<b>43</b>
<b>80</b>				Environmental Stewardship	80	0	<b>80</b>	82	0	<b>82</b>	84	0	<b>84</b>
<b>-8</b>				Building Maintenance	28,153	-27,962	<b>191</b>	28,947	-28,771	<b>176</b>	29,772	-29,605	<b>167</b>
<b>263</b>				Corporate Property	296	0	<b>296</b>	342	0	<b>342</b>	388	0	<b>388</b>
<b>81</b>				Parks & PC Landlord	82	0	<b>82</b>	85	0	<b>85</b>	87	0	<b>87</b>
				<b>Consultancy - Core</b>	<b>438</b>			<b>484</b>			<b>532</b>		
				less recharged to other service heads	-411			-411			-411		
<b>-15</b>				Net Consultancy - Core	27	0	<b>27</b>	73	0	<b>73</b>	121	0	<b>121</b>
<b>136</b>				Design	1,341	-1,146	<b>195</b>	1,379	-1,179	<b>200</b>	1,419	-1,213	<b>206</b>
<b>267</b>				Compliance	1,080	-776	<b>304</b>	1,111	-799	<b>312</b>	1,145	-822	<b>323</b>
<b>71</b>				Consultancy - Hydrology	2,158	-2,081	<b>77</b>	2,223	-2,141	<b>82</b>	2,292	-2,203	<b>89</b>
<b>0</b>				Exceptional Sewer Repairs	366	-366	<b>0</b>	377	-377	<b>0</b>	387	-387	<b>0</b>
<b>0</b>				Manhole Repairs	261	-261	<b>0</b>	269	-269	<b>0</b>	278	-278	<b>0</b>
<b>25</b>				Pumping Stations - Non Agency	33	0	<b>33</b>	35	0	<b>35</b>	37	0	<b>37</b>
<b>1,281</b>				<b>Total Property Services</b>	<b>36,072</b>	<b>-34,448</b>	<b>1,624</b>	<b>37,202</b>	<b>-35,446</b>	<b>1,756</b>	<b>38,379</b>	<b>-36,472</b>	<b>1,907</b>



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

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

		How well have we done?				How well are we doing?				Improvement							
		Comparative Info.				See explanation of performance				See explanation of targets							
a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	
PI REF	Definition (If abbreviated see full definition on footnote below)	2007/08				2008/09				2009/10		10/11	11/12	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				
<b>Objective: Develop and deliver a modern cost effective repair and maintenance service that is responsive to service needs using the resources available</b>																	
<b>Main Indicator(s)</b>																	
8.4.2.19 (HLS/010 a)	The average number of calendar days taken to complete: a) Emergency repairs	1.0	0.3	0.5	*	0.9	0.7	☺	▲	0.7	✗	TBC	TBC	K	FF1	Quality/ Operational Effectiveness	
The service is currently providing a very efficient and effective service, with emergency repairs being completed within short time scales.																	
8.4.2.20 (HLS/010 b)	The average number of calendar days taken to complete: b) Urgent repairs	7.6	2.5	4.4	*	7.2	6.0	☺	▲	6.0	✗	TBC	TBC	S	FF1	Quality/ Operational Effectiveness	
Significant improvement was achieved in the previous two years. The service will strive to maintain the current level of service whilst remaining realistic within available resources.																	
8.4.2.21 (HLS/010 c)	The average number of calendar days taken to complete non-urgent responsive repairs	27.6	18.8	24.0	**	25.6	20.2	☺	▲	20.0	✓	TBC	TBC	K	FF1	Quality/ Operational Effectiveness	
<b>Secondary Indicator(s)</b>																	
8.4.2.12	The average number of calendar days taken to let lettable units of accommodation during the financial year, for permanent accommodation a) Minor Works	21.8	Not Applicable			21.6	20.9	☺	▲	24.0	✗	TBC	TBC	N/A			Customer/ Service Outcomes
The service has shown a significant improvement over the previous two years. A programme of Home Standard works on void premises this year will undoubtedly affect completion times and therefore the target has been set to reflect the additional works for 2009/10.																	

**Table 5b – Property Services 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
<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
1.3.2.11(a)	% Appraisals carried out during the year		100	89	☹	▲	100		100	100
<b>b. Internal Communications</b>										
2.2.2.9	% calls answered within 14 second target									
<b>c. Human Resources</b>										
CHR 2	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.			10.6						
1.3.2.16	% of Return to Work Interviews conducted			77.8						
<b>d. Service Asset Mangement Plans</b>										

## 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
CAM001ai	Q	The percentage of the gross internal area of the local authority's buildings in condition category: A	Technical Services	Property Services	Property Operational	Phil Lumley	This indicator requires significant additional resources and assessment/validation to existing data collection and reporting systems. The service area would be better prepared once a trial period has proven to be successful. From January 2010
CAM001aii	Q	The percentage of the gross internal area of the local authority's buildings in condition category: B	Technical Services	Property Services	Property Operational	Phil Lumley	This indicator requires significant additional resources and assessment/validation to existing data collection and reporting systems. The service area would be better prepared once a trial period has proven to be successful. From January 2010
CAM001aiii	Q	The percentage of the gross internal area of the local authority's buildings in condition category: C	Technical Services	Property Services	Property Operational	Phil Lumley	This indicator requires significant additional resources and assessment/validation to existing data collection and reporting systems. The service area would be better prepared once a trial period has proven to be successful. From January 2010
CAM001aiv	Q	The percentage of the gross internal area of the local authority's buildings in condition category: D	Technical Services	Property Services	Property Operational	Phil Lumley	This indicator requires significant additional resources and assessment/validation to existing data collection and reporting systems. The service area would be better prepared once a trial period has proven to be successful. From January 2010
CAM001bi	Q	The percentage of the gross internal area of the local authority's buildings assigned to works of priority level: 1	Technical Services	Property Services	Property Operational	Phil Lumley	This indicator requires significant additional resources and assessment/validation to existing data collection and reporting systems. The service area would be better prepared once a trial period has proven to be successful. From January 2010
CAM001bii	Q	The percentage of the gross internal area of the local authority's buildings assigned to works of priority level: 2	Technical Services	Property Services	Property Operational	Phil Lumley	This indicator requires significant additional resources and assessment/validation to existing data collection and reporting systems. The service area would be better prepared once a trial period has proven to be successful. From January 2010
CAM001biii	Q	The percentage of the gross internal area of the local authority's buildings assigned to works of priority level: 3	Technical Services	Property Services	Property Operational	Phil Lumley	This indicator requires significant additional resources and assessment/validation to existing data collection and reporting systems. The service area would be better prepared once a trial period has proven to be successful. From January 2010

**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.