

CHIEF EXECUTIVE'S DEPARTMENT  
Admin & Legal Divisional Business Plan 2010/13

**Head of Service - Lyn Thomas**

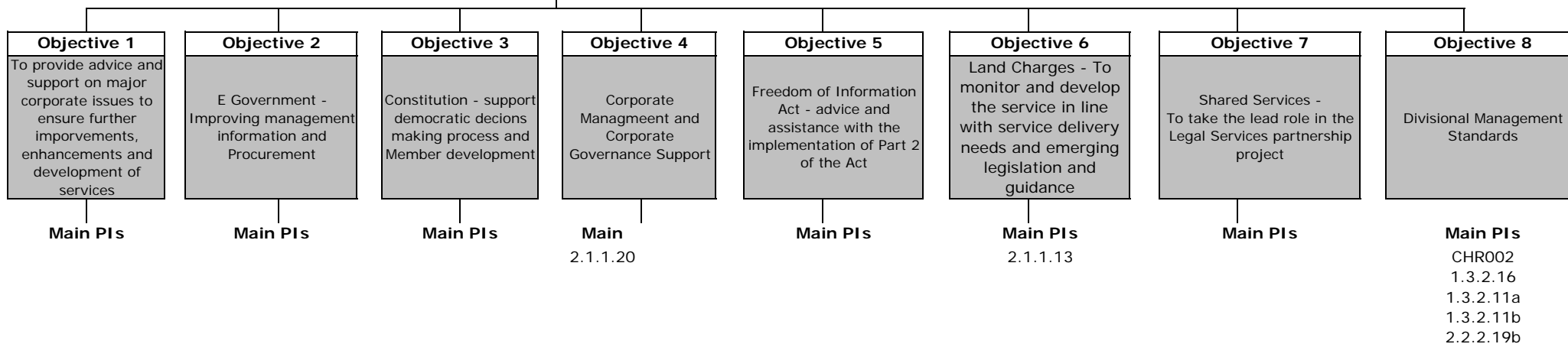
To deliver the Community Plan priorities of:

**Openess, Trust, Honesty and Integrity**

The objectives below will be pursued:

**Gross Budget 2010/11**

**£8,620,000**



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

	<b>Contents</b>	Re-use	Pre - populated	Hyper link	Update
	Our Core Values	✓			
<b>Part 1 The Service in context</b>					
1a	Service Facts - Profile of Service	✓			
1b	How the Service Fits in with the Community Plan (USE Table 1c To Help)	✓			
1c	The Council priorities that the Service supports	✓			
<b>Part 2 Where are we now and where do we want to be ? (How the Division is performing)</b>					
2a	Risk Assessment		✓		
2b	How we are doing on this year's (2009/10) objectives. Report from PIMS.		✓	✓	
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				✓
2e	Service Review				
<b>Part 3 How do we get there? (Service Improvement Planned 2010-11) - Basis of Business Unit Plans.</b>					
3a	<b>For each Service Objective over three years –</b> <ul style="list-style-type: none"> <li>· Identify the Actions that you are taking to achieve measurable improvement.</li> <li>· Must identify a year one milestone</li> <li>· Remember to address the financial, workforce, accessibility and system needs</li> </ul>	Roll on last years three year plan			✓
3b	Divisional Management Standards				✓
<b>Part 4 Use of Resources</b>					
4a	<b>Service Budget</b> and projections over three years. Explain any variation		✓		
4b	Identify savings and efficiencies		✓		
4c	Capital ?		✓		
<b>Part 5 Results and Target Data</b>					
5a	2009- 10 results and targets for 2010/11 - Main and secondary indicators in detail - Explain significant variations from year to year, between target to projected result for the year and		✓		✓
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.***

**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.

**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 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 cannot deliver anything 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 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 People and the Environment with Respect**

We will treat people with respect and we aim to be a leader in the field of sustainability - 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.

*Ensuring that we make better use of resources wherever possible.*

**Administration and Legal Services – Business Plan 2010-2013**

**Part 1 - The Service in context**

**Table 1a**

**Service Facts**

<b>Division</b>	Administration and Legal Services	<b>E-Mail:</b> DLThomas@carmarthenshire.gov.uk
<b>Division Head</b>	Lyn Thomas	For further information please go to <a href="http://www.carmarthenshire.gov.uk/performance">www.carmarthenshire.gov.uk/performance</a> or Telephone:01267224010
<b>Executive Board</b>	Cllr. Meryl Gravell	
<b>Scrutiny Chair</b>	Cllr. Mrs. L.M. Stephens	

**Service Profile**

The function of the Division is to provide a comprehensive legal service to the Council and to organise the Council's democratic decision making process. It also provides an administration support function for the whole of the department in budget monitoring and maintaining staff records.

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

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

*Theme: Building a Better Council*  
*Sub Themes: Being Open Transparent and Inclusive*

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

- 1. Improvement Plan*
- 2. Community Plan*
- 3. Corporate Strategy*


















**Risk Assessment for 2010+ - Table 2a**

<b>Dept</b>	<b>Division</b>	<b>Business Unit</b>	<b>Risk Area</b>	<b>H=High; M=Medium; L=Low</b>	<b>Risk Reference</b>
Chief Executives	Legal & Administration	Legal Services	Legal issues resulting from the Authority's major development proposals.	L	10/Risk/ 156
Chief Executives	Legal & Administration	Legal Services	Giving wrong advice.	L	10/Risk/ 157
Chief Executives	Legal & Administration	Legal Services	Introduction of the Public Law Outline in the field of child care.	L	10/Risk/ 158
Chief Executives	Legal & Administration	Legal Services	Impact of the Home Information Packs and having to make information available to personal search companies which increases the threat of competition and potential reduction of £400k income stream.  The dramatic down turn in the property market and increase in personal searches is having a negative impact on the service income. Service income for the year ahead will continue to be influenced by these external economic factors.	M	10/Risk/ 159

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

### Summary of Progress at End of Year

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? 75%+=  25-74%=  0-24%= 
To provide corporate legal support to all Council services	22	18	4	82%	
E Government - Improving management information and Procurement	18	12	6	100%	
Constitution - support the democratic decision making process and Member development	5	5	0	100%	
Corporate Management and Corporate Governance Support	4	4	0	100%	
Freedom of Information Act - advice and assistance with the implementation of Part 2 of the Act	2	2	0	100%	
Land Charges - Monitoring and Developing the Service	1	0	1	0%	
<b>Overall performance</b>	<b>52</b>	<b>41</b>	<b>11</b>	<b>79%</b>	

Any key issues that need to be taken forward to 2010+ 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?
The Democratic Services Business Unit Review undertook extensive consultation with members as part of the review process	Take on responsibility for providing Executive Board Member Support

## Partnership Working - Table 2C2

Subject Area	Activity Lead Officer Contact	Reason for Joint Working	Participating Organisations
Legal and Admin	Nigel Evans Practice Support Manager 01267 224694 NEvans@carmarthenshire.gov.uk	Legal Services - Providing and Facilitating Joint Training and sharing of resources with Land Registration Initiative.	Legal Services - Town and Community Councils and Land Registry
Legal and Admin	Linda Rees-Jones - Legal Services Manager 01267224062 LRJones@carmarthenshire.gov.uk	Shared Legal Services Project under the South West Wales Regional Partnership Forum	South West Wales Regional Partnership Forum

**Service Review - Table 2e**

<b>Report (with link if applicable) and source</b>	<b>Nature of recommendations</b>	<b>What Service Objectives does this impact on (Table 3 Ref)</b>	<b>"x" ref to improvement actions in Table 3</b>
Democratic Services Unit Business Review	To take on responsibility for providing administrative support to Executive Board Members.	3. Constitution - Support the democratic decision making processes and member development	6. Efficiency - Improving the efficiency of services and functions
Back Office Efficiency Project	To establish a more focused, rationalised, effective and efficient structure and design for Business Support across the buildings in Spilman Street and County Hall.	3. Constitution - Support the democratic decision making processes and member development	
British Standards Institute Assessment Report 30/09/09	During this audit you successfully upgraded to ISO 9001:2008 for certificate FS 54462". "A minor nonconformity requiring attention was identified. A minor nonconformity relates to a single identified lapse, which in itself would not indicate a breakdown in the management system's ability to effectively control the processes for which it was intended".	1. To provide corporate legal support to all Council services	
Internal Audit Review - Land Charges - Income Collection 2009/10	"The audit confirmed that, for the samples of transactions reviewed, there were good procedures in place with expected key controls having been established and operating to an appropriate standard. There were no discrepancies between income collected and income banked with banking undertaken in a timely manner. Procedures are well documented and available to all staff. As a result the overall controls for the Land Charges Unit (Income Collection) are evaluated as being good".	1. To provide corporate legal support to all Council services 6. Land Charges - Monitoring and Developing the Service	

**Part 3 - Service Improvement Planned in 2010/13**

**Table 3a**

**What we want to achieve in 2010/11-13**

Objective 1	To provide corporate legal support to all Council services												
Main PI (s) & Target:	No Main PI's - Please see Table 5a												
3	4	5	6	7	8	9		11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
1. To provide advice and support on major corporate issues to ensure further improvements, enhancements and development of Services.		dlthomas / lrjones				01/04/10	30/09/11		B1	✓	Annual update	1 and 2	
	To contribute towards the department achieving and maintaining IIP Charter	dlthomas / lrjones				01/04/10	31/03/11		B1			1 and 2	SF18
	Back Office Review - Consultation with various groups to be undertaken.	dlthomas / lrjones				01/04/10	31/03/13		B1				
	Review the re-location of the DX exchange to County Hall in the light of high volume Court documents.	dlthomas / njevans				01/04/10	31/03/11		B1			2	SF18
	To consolidate and enhance service operation in light of office relocation onto one floor of County Hall (the Basement) by reviewing and amending the Office Manual, developing a Business Continuity Plan, Auditing resources and review of procedures.	dlthomas/nj evans				01/04/10	31/03/11		B1			6	
	To maintain the new ISO accreditation standard 9001:2008.	lrjones / njevans				01/04/10	31/03/11		B1			6	

Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
	Workforce Planning - To monitor work flows and emerging major areas of work and plan for service delivery.	dlthomas / lrjones				01/04/10	31/03/11		B1			6	
	Ombudsman's Complaints - To provide key Ombudsman data to all Council departments to aid monitoring and performance review.	dlthomas/nj evans				01/04/10	31/03/11		B1			6	
	Provision of legal advice and support to emerging major corporate issues in the field of children's services, including: a) Care Cases and b) West Wales Adoption Service.	dlthomas/dr evans				01/04/10	31/03/11		B1			1 - 1B,2 &4	
	Provision of legal advice and support to emerging major corporate issues in the field of adult services, including: a) continuing health care funding, b) ordinary residence determinations and c) changes in use to Coleshill Social Centre.	dlthomas/js martin				01/04/10	31/03/11		B1			1 - 1B, 2 &4	
	Provision of legal advice and support to emerging major corporate issues in the field of conveyancing, property and regeneration including: a) the development of the West Tip Site, Cross Hands b) the setting up and administration of a Property Development Fund c) Llanelli Waterside joint venture legal work	lrjones / smurphy				01/04/10	31/03/11		B1			1C & 1D	

Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
	Provision of legal advice and support to emerging major corporate issues in the field of education, including: a) the Dinefwr Tri Level Schools reorganisation, b) admissions, c) school transport, d) training for Independent Appeals Panel members, e) renegotiation of the SLA with schools.	dlthomas/dr evans				01/04/10	31/03/11		B1			1B, 2 & 4	
	Provision of legal advice and support for emerging major corporate issues in the field of employment, including: a) equal pay litigation, b) implementation of Job Evaluation.	dlthomas / lrjones				01/04/10	31/03/11		B1			4	
	Provision of legal advice and support to emerging major corporate issues in the field of housing, including: a) complex possession proceedings b) anti-social behaviour orders.	dlthomas/al evans				01/04/10	31/03/11		B1			1B & 1D & 4	
	Provision of legal advice and support to emerging major corporate issues in the field of planning, including: a) the preparation of Supplementary Planning Guidance (in conjunction with client Departments), b) the Local	dlthomas/s murphy				01/04/10	31/03/11		B1			1D & 5	
	Provision of legal advice and support to emerging major corporate issues in the field of public protection and litigation, including: a) advising on the statutory review of the Authority's Licensing Policy; b) handling high profile litigation.	dlthomas/rj edgecombe				01/04/10	31/03/11		B1			4	

Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
	Provision of legal advice and support to emerging major corporate issues involving projects emanating from the South West Wales Regional Partnership forum.	dlthomas / lrjones				01/04/10	31/03/11		B1			4 & 7	
	To work with client departments to complete the preparation of Supplementary Planning	dlthomas / spmurphy				01/04/10	30/09/13		B1				
	Advising on Anti-Social Behaviour Orders, injunction and eviction proceedings.	dlthomas / rjedgecombe				01/04/09	31/03/11		B1				
	Providing legal advice and support to enforcement departments including : (a) Legal advice and assistance to the Licensing Committee (b) The development of a corporate enforcement policy based upon the Regulators Compliance Code ( c ) The delivery of refresher training to	dlthomas / rjedgecombe				01/04/09	(a) 31/03/11 (b) and (c) 31/03/10		B1				
	To strenghten legal support in the field of child care and to liaise with Children Services on the adequacy or other of procedures in light of the Baby Peter Case.	dlthomas / drevans				01/04/09	31/03/10		B1				
	To maintain the ISO accreditation and quality Chartermark for the Service.	dlthomas / lrjones				01/04/09	31/03/11		B1				

Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
	To benchmark the service against the All Wales Legal Services Benchmarking Club performance indicators (through membership of the new 2008 All Wales Benchmarking Group).	dlthomas / lrjones				01/04/09	31/03/13		B1			6	
	To collaborate with Heads of Legal Services of adjoining Authorities to develop a shared services project for submission to WAG for funding support. If successful to prepare and implement a Business Plan.	dlthomas / lrjones				01/04/09	31/03/10		B1	✓			
	To provide legal advice and support on major employment issues including Corporate Restructuring (through membership of the Restructuring Project Team), Equal Pay and Job Evaluation (through membership of the Job Evaluation / Equal Pay	dltomas / lrjones				01/04/09	31/03/11		B1	✓			
	To explore and maximise the services income generation by providing services to external bodies including schools, the Probation Service, The Institute of Licensing (Wales Region), the British Parking Association (Wales Region)	dlthomas / devans				01/04/09	31/03/10		B1				

Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
	To benchmark the service against the All Wales Committee Services Benchmarking Group issues arising from WLGA and MSO Network.	dlthomas / crdavies				01/04/10	31/03/13		B1				2 & SF18
	Continually review the support provided to Councillors and through the Councillor Enquiry system.	dlthomas / crdavies				01/04/10	31/03/13		B1				2 & SF18
	Further review the central mailing function in view of the re-location of staff within the Authority and the necessity of the Courier Service.	dlthomas / jedwards				01/04/09	31/03/11		B1				2 & SF18

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 2													
E Government - Improving management information and Procurement													
Main PI (s) & Target:													
No Main PI's - Please see Table 5a													
3	4	5	6	7	8	9		11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For SBP & IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
2. Improvement in procurement- IT , Contractor/Partnering, improving E-government and Information Management		dlthomas / lrjones				01/04/09	01/04/11		B1				
	To investigate in conjunction with other Authorities the possibility of sharing services.	dlthomas / lrjones				01/04/09	01/04/11		B1				
	To provide legal advice and support for framework procurements by membership and attendance of the Partnership Relationship Group.	dlthomas / lrjones				01/04/10	31/03/13		B1				
	To provide legal advice to the Director of Technical Services on the SWW Regional Partnership Forum's joint procurement of a food waste solution project.	dlthomas / lrjones				01/04/10	31/03/13		B1				
	To extend Legal Services Case Management to the development of case plans for mortgage redemptions, trading standards, S.106's and S.38's.	dlthomas / njevans				01/04/08	31/03/10		B1				
	To replace the PA and translation facilities in the Council Chamber at County Hall, Carmarthen.	dlthomas / crdavies				01/04/10	31/03/11		B1			2	SF15
	To provide details of Members' Allowances on-line.	dlthomas / crdavies				01/04/10	31/03/11		B1	IP -B1-1		3	SF19
	To review the back office version of the Council Diary of Meetings.	dlthomas / crdavies				01/04/10	31/03/11		B1			6	SF 19
	To establish a more focused, rationalised, effective and efficient structure and design for Business Support across the buildings in Spilman Street and County Hall	dlthomas / jeedward				01/04/08	31/03/11		B1	✓		2	SF 18
	Move forward with on-line technology in connection with the e-tendering process in conjunction with the Corporate Procurement Team	dlthomas / jeedward				01/04/09	31/03/11		B1			3	SF18

**Part 3 - Service Improvement Planned in 2010/13**

**Table 3a**

**What we want to achieve in 2010/11-13**

Objective 3	Constitution - support the democratic decision making process and Member development												
Main PI (s) & Target:	No Main PI's - Please see Table 5a												
3	4	5	6	7	8	9		11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
3. Constitution - Support the democratic decision making processes and Member Development.		lrjones / pgrafton				01/09/09	31/03/10		B1				
	To raise awareness of the provisions of the new Code of Conduct for Members implemented in 2008 among County and Community Councillors.	pgrafton / crdavies				01/09/09	31/03/10		B1				
	On-going review of the council's constitution with a view to supporting the continuous improvement of the Council's democratic decision making processes.	crdavies / pgrafton				01/04/10	31/03/13		B1	✓		2	SF19
	Council's Corporate Website - directly inputting and updating information on the Councillors' Area and Council and Democracy Area.	dlthomas / crdavies				01/04/10	31/03/11		B1	✓		6	SF19
	Continuing to provide support for the Council's Member Development Programme.	dlthomas / crdavies				01/04/10	31/03/13		B1	✓		6	SF18

**Part 3 - Service Improvement Planned in 2010/13**

**Table 3a  
What we want to achieve in 2010/11-13**

Objective 4	Corporate Management and Corporate Governance Support												
Main PI (s) & Target:	2.1.1.20 - The number of complaints to an Ombudsman classified as maladministration - Please see Table 5a PI Tables												
3	4	5	6	7	8	9		11	12	13	14	15	16
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
4. Corporate Management and Corporate Governance Support		dlthomas / lrjones				01/04/09	31/03/11	2.1.1.20	B1				
	To consult with the Corporate Managers on the future needs of their service.	dlthomas / lrjones				01/04/10	31/03/13		B1				
	Ensure that Agendas for Council Meetings and the operation of Council meetings comply with the requirements of the law.	dlthomas / crdavies				01/04/10	31/03/13		B1	✓		2	SF19

**Part 3 - Service Improvement Planned in 2010/13**

**Table 3a**

**What we want to achieve in 2010/11-13**

<b>Objective 5</b>	<b>Freedom of Information Act - advice and assistance with the implementation of Part 2 of the Act</b>												
<b>Main PI (s) &amp; Target:</b>	No Main PI's - Please see Table 5a												
<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>		<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>
<b>Key Action</b>	<b>Supporting Sub-Action Tasks (How are we going to achieve it?)</b>	<b>Owner /Resp. Officer</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>Target Start Date</b>	<b>Target End Date</b>	<b>PI Link (if appl) See 2 above</b>	<b>Corp priority ref</b>	<b>For SBP/ IP? 2010/11</b>	<b>Free for Dept Tag eg Joint Review Action?</b>	<b>Mag 7 Improvement Type</b>	<b>WAG 19 Strategic Outcomes</b>
<b>5. Freedom of Information Act - Advice and assistance with implementation of Part 2 of the Act.</b>		dlthomas / pjgrifton				01/04/09	31/03/10		B1				
	Review of the Authority's Publication Scheme and the continuing delivery, quality control and reporting of the Council's obligation to respond to requests for information under the Freedom of Information Act.	dlthomas / pjgrifton				01/04/09	31/03/10		B1	✓IP - B1-2			

**Part 3 - Service Improvement Planned in 2010/13**

**Table 3a**

**What we want to achieve in 2010/11-13**

Objective 6	Land Charges - Monitoring and Developing the Service											
Main PI (s) & Target:	2.1.1.13 - To improve the % of standard searches completed within 10 working days - Please see Table 5a for full explanation of targets set for 10/11											
3	4	5	6	7	8	9		11	12	13	14	15
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For SBP?IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type
6. Land Charges - To monitor and develop the service in line with service delivery needs and emerging legislation and guidance.		dlthomas / hmedwards				01/04/09	31/03/10		B1			2, 3 & 6
	1. Legal Services & Land Charges - To lead the corporate project to increase the use of Geographical Information System.	dlthomas / hmedwards				01/04/10	31/03/13	2.1.1.13	B1	✓ B1-3		
	2. Legal Services & Land Charges - To monitor the developments in respect of the charging regime and implement accordingly.	dlthomas / hmedwards				01/04/09	31/03/10		B1			
	3. Legal Services & Land Charges - To procure a land charges software system.	dlthomas / hmedwards				01/04/10	30/06/10		B1			
	4. Legal Services & Land Charges - To investigate the potential to join in the Welsh Purchasing Consortium's procurement of an All Wales Land Charges Software system.	dlthomas / hmedwards				01/04/10	31/03/11		B1			

**Part 3 - Service Improvement Planned in 2010/13**

**Table 3a**  
**What we want to achieve in 2010/11-13**

Objective 7	Shared Services - To take the lead role in the Legal Services partnership project											
Main PI (s) & Target:	No Main PI's - Please see Table 5a											
3	4	5	6	7	8	9		11	12	13	14	15
Key Action	Supporting Sub-Action Tasks (How are we going to achieve it?)	Owner /Resp. Officer	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type
To undertake the role of lead authority in the 6 counties legal partnership project and to engage and contribute to the objectives of phase 3 of the project and to provide progress reports as required for the Regional Partnership Forum		dlthomas / Irjones				01/04/10	31/03/11		B1	✓ IP B4-4		
	Complete the 'External income' workstream which will assess the potential opportunity for the Shared Service to create substantial income streams from the provision of legal services to other public bodies in the region. (CCC to lead on this workstream)	dlthomas / Irjones				01/04/10	31/03/11		B1			
	To provide such information as is required by the leads of the other 5 workstreams (Organisation, IT infrastructure, Joint Procurement, Training and Development and Best Practice) and to engage actively in the Phase 3 process	dlthomas / Irjones				01/04/10	31/03/11		B1			
	Active participation by relevant legal staff in leading or contributing to (as the case may be) the activities of the special interest groups with a view to establishing a culture of sharing, learning and development in order to strengthen the service within the 6 counties.	dlthomas / Irjones				01/04/10	31/03/11		B1			

**Table 3b**

**2010/13**

Key Divisional Objective:		Divisional Management Standards									
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	2010/11	2011/12	2012/13	Target Start Date	Target End Date	PI Link (if appl) See 2 above	Corp priority ref	For IP? 2010/11	Mag 7 Improvement Type
<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	Development of the roles of staff in support of the key areas of the democratic decision making process through regular internal meetings and the application of staff appraisal and development.	All Managers	X	X	X	1.4.10	31.3.13	1.3.2.11b			
To monitor staff adherence to the required Continual Professional Development (CPD) points		Linda Rees Jones	X	X	X	1.4.10	31.3.13	1.3.4.11a			
To develop staff training records in a format to be compatible with Resourcelink	Ensure that the Service's staff receive ongoing training in their relevant work areas, linked to staff appraisals and training needs analysis.	Linda Rees-Jones / Jill Edwards	X	X		1.4.10	31.3.13				
To promote best practice in legal work areas across the shared legal services region	To enable attendance by staff at the shared legal services' projects special interest group meetings	Linda Rees Jones	x	x	x	1.4.10	31.3.13				
<b>b. Communications - to ensure effective internal communication. Including staff conferences, team meetings and newsletters.</b>											
Ensure telephones are answered quickly		All Managers	x	x	x	1.4.10	31.3.13	2.2.2.19b			
Team and Unit Meetings to be held on a regular basis		All Managers	x	x	x	1.4.10	31.3.13				
<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>											
To investigate shared legal services working		D Lyn Thomas	X	X	X	1.4.10	31.3.13				
<b>d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs</b>											

See Table 4b													
<b>e. Marketing the Council - working proactively to ensure a flow of stories and initiatives.</b>													
To work closely with the Executive Support and Press Managers to ensure members are fully aware of decisions made by the Executive Board		CRDavies	x	x	x	1.4.10	31.3.13						
<b>f. Customer Focus - working to identify and ensure poor customer care is addressed and improved.</b>													
To ensure the success of the Departmental Customer Focus Group	By Chairing and Directing the work of the group	D Lyn Thomas				1.4.10	31.3.13						
<b>g. Performance -continued improvement of service PI's overall - action taken to address falling or failing performance.</b>													
See Tables 3 and 5													
<b>h. Human Resources - Workforce Planning - Managing Sickness. Workforce plans to be developed.</b>													
Set up and maintain the departmental sickness absence data in conjunction with Resourcelink								CHR/002	MSOS				
	Provide managers with the necessary information to enable them to review the attendance records of employees to establish whether the absence will trigger the sickness absence management procedure.	Jill Edwards	X	X	X	1.4.10	31.3.13	1.3.2.16					

## PART 4 - Use of Resources

**Table 4a**

Table 4a										
2008-09	Administration & Law	Approved Budget 2009-10			Outlook 2010-11			Outlook 2011-12		
Net		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net
-15		1,685	-1,566	119	1,721	-1,570	151	1,746	-1,574	172
-24	Land Charges	218	-216	2	220	-220		222	-252	-30
	Departmental Land Charges (Staff)	90			92			93		
	less recharged to other service heads	-116			-116			-116		
-27	Net Departmental Land Charges ( Staff)	-26	0	-26	-24	0	-24	-23	0	-23
	Departmental Administration	195			200					
	less recharged to other service heads	-26			-26					
-2	Net Departmental Administration	169	-180	-11	174	-181	-7	177	-179	-2
730	Corporate Management	737	0	737	738	0	738	739	0	739
74	Central Mailing	75	0	75	76	0	76	77	0	77
-51	Local Duplicating Centre	92	-147	-55	88	-147	-59	89	-147	-58
4,718	Democratic Process	4,991	-256	4,735	5,016	-256	4,760	5,030	-259	4,771
-5	Departmental - Democratic Services	522	-528	-6	531	-528	3	537	-528	9
155	Civic Ceremonials	157	0	157	158	0	158	159	0	159
5,553	<b>Total Administration &amp; Law</b>	<b>8,620</b>	<b>-2,893</b>	<b>5,727</b>	<b>8,698</b>	<b>-2,902</b>	<b>5,796</b>	<b>8,753</b>	<b>-2,939</b>	<b>5,814</b>

**Table 4b - Savings & Efficiencies**

Costc	Cost Centre Description	Year 1 2010-2011	Year 2 2011-2012	Year 3 2012-2013	Notes on Changes
	<b>Legal and Administration</b>				
	Democratic Services	-10,000	-5,000		Stationery Budget
	Democratic Services	-9,200			Deletion of allowances - Chairs of Area Panels
	Democratic Services	-3,000			Reduction of superannuation budget for chauffeurs
	Support Services	-9,500			Remaining half of budget for post deleted from structure under 2009/10 PBB (£9,500) - this saving can only be achieved if Workstep are successful in their tender bid in Sept 09 as the money will need to be utilised to fund a Clerical post currently funded by Workstep
	Printing Equipment	-5,000	-5,000		Reduced Leasing Costs
	<b>Total</b>	<b>-36,700</b>	<b>-10,000</b>		

**Table 5a – Admin and Legal Divisional Business Plan**

Table 5a – Admin and Legal Divisional Business Plan																	
		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	r
		2008/09				2009/10				2010/11		11/12	12/13				
PI REF	Definition (If abbreviated see full definition on footnote below)	Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales ★ to ★★★★★	Target	Actual 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	Mag 7	WAG 19
<b>Objective 1: To provide corporate legal support to all Council services</b>																	
<b>Main Indicator(s)</b>																	
2.1.1.1	Average cost of processing right to Buy Sales (L)	152	Not Applicable			155	152	☺	▼	160	✗	TBC	TBC	✗	B1	1	SF05
The target has not been set to improve since the downturn in the property market has had an affect upon the number of tenants who wish to exercise their right to buy option. This means that there are fewer RTB applications and therefore just one or two complex sales has a disproportionate effect upon the PI result. This as well as a nominal adjustment for inflation of 2% has had to be factored into the target set for the coming year.																	
2.1.1.10	Average Hourly charge for Lawyers (L)	59	Not Applicable			61	TBC	TBC	TBC	TBC	TBC	TBC	TBC	✗	B1	1	SF19
The result and target setting for this PI have been delayed. We will be able to report results and set a target shortly.																	
2.1.1.3	Percentage of Right to Buy Sales ready for completion within 39 working days (L)	85	Not Applicable			95	100	☺	▲	100	✗	TBC	TBC	✗	B1	2	SF05
<b>Objective 2: E Government - Improving management information and Procurement</b>																	
<b>Main Indicator(s)</b>																	
2.2.1.1	% of minutes produced and circulated within 5 working days from the date of the meeting (L)	96	Not Applicable			92	97	☺	▲	92	✗	TBC	TBC	✗	B1	2 & 3	SF19
Target of 92% is that agreed by the All Wales Benchmarking group for Committee Services which is a national target.																	
<b>Objective 4: Corporate Management and Corporate Governance Support</b>																	
<b>Main Indicator(s)</b>																	
2.1.1.20	The number of complaints to an Ombudsman classified as maladministration. (L)	3	Not Applicable			6	6	☺	▼	6	✗	TBC	TBC	S	B1	2 & 3	SF19
The target has not been set to improve because the greater awareness of the Ombudsman's service has meant a year on year increase in complaints to his office, which in turn increases the pressure on the target set. Further changes to the Ombudsman's service this year may also result in more complaints. All of this will feed through into a year of uncertainty as to possible consequences on volumes of complaints.																	
<b>Secondary Indicator(s)</b>																	
2.1.1.15	Number of complaints determined by an Ombudsman (L)	59	Not Applicable			72	57	☺	▲	60	✗	TBC	TBC	✗	B1	2 & 3	SF19
The target has not been set to improve because the greater awareness of the Ombudsman's service has meant a year on year increase in complaints to his office, which in turn increases the pressure on the target set. Further changes to the Ombudsman's service this year may also result in more complaints. All of this will feed through into a year of uncertainty as to possible consequences on volumes of complaints.																	

2.1.1.8	Customer Satisfaction - Legal Services (L)	99.81	Not Applicable	99.81	100.00	☺	▲	100.00	x	TBC	TBC	x	B1	2 & 3	SF19
2.1.1.9	Criminal Prosecutions - % of informations laid within 29 working days of receipt of full instructions (L)	100	Not Applicable	99	100	☺	▼	100	x	TBC	TBC	x	B1	2 & 6	SF19

**Objective 5: Freedom of Information Act - advice and assistance with the implementation of Part 2 of the Act**

To view the relevant FOIA PI's please go to the People Management and Performance Divisional Business Plan under Table 5a Objective 6

<b>Objective</b>															
<b>Main</b>															
2.1.1.13	% of standard searches completed within 10 working days. (L)	67	Not Applicable	96	100	☺	▲	97	x	TBC	TBC	K	B1	2,3 & 6	SF19

Although we had surpassed our target for 09/10, the Service will be going through a time of great change and uncertainty during 2010/11 and therefore we consider a target of 97% to be realistic. There are a number of issues currently on-going that may affect the Land Charges Service during 2010/11 e.g. the possibility of not being able to charge for undertaking Local Authority and Personal searches (which could possibly affect staffing levels). A possible increase (or decrease) in the number of searches received by Personal Search Agents.

**Table 5b – Admin and Legal Services Divisional Business Plan**

Table 5b – Admin and Legal Services Divisional Business Plan										
		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
		2008/09	2009/10				2010/11		11/12	1213
PI REF	Definition (If abbreviated see full definition on footnote below)	Dept Result	Target	Dept 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>										
<b>1.3.2.11 (b)</b>	% of third tier managers appraisals carried out during the year	97%	100%	100%	☺	▲	100%	x	100%	100%
Please note that the target 100% is that set for the whole Authority										
<b>1.3.2.11 (a)</b>	% Appraisals carried out during the year	98%	80%	93%	☺	▼	80%	x	80%	80%
Please note that the target of 80% is that set for the whole Authority										
<b>b. Internal Communications</b>										
<b>2.2.2.19b</b>	% of direct dialled calls answered within 15 seconds	New PI					80%	New PI	80%	80%
Please note that the target of 80% is that set for the whole Authority										
<b>c. Human Resources</b>										
<b>CHR/002</b>	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	7.8 days	11.0 days	3.7 days	☺	▲	10.8 days	x	TBC	TBC
Please note that the target of 10.8 days is that set for the whole Authority										
<b>1.3.2.16</b>	% of Return to Work Interviews conducted	98.70%	55.00%	86.70%	☺	▼	58.00%	x	TBC	TBC
Please note that the target of 58.00% is that set for the whole Authority										

**Table 5c - Measurement Summary**

Balanced Suite of Measures ?

<b>Magnificant 7</b>						
<b>Strategic effectiveness</b>	<b>Service Quality</b>	<b>Service Availability</b>	<b>Fairness</b>	<b>Sustainability</b>	<b>Efficiency</b>	<b>Innovation</b>
<b>No. of measures used</b>	<b>No. of measures used</b>	<b>No. of measures used</b>	<b>No. of measures used</b>	<b>No. of measures used</b>	<b>No. of measures used</b>	<b>No. of measures used</b>
<b>Objective 1</b>						
2.1.1.1	✓					
2.1.1.10	✓					
2.1.1.3		✓	✓			
<b>Objective 2</b>						
2.2.1.1		✓	✓			
<b>Objective 4</b>						
2.1.1.20		✓	✓			
2.1.1.15		✓	✓			
2.1.1.8		✓	✓			
2.1.1.9		✓			✓	
<b>Objective 6</b>						
2.1.1.13		✓	✓		✓	
<b>Total</b>	2	7	6		2	

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

# Key

## Magnificent 7

Magnificent 7		Mag 7 Improve ment Type Code
<b>1 Strategic effectiveness, in terms of:</b>		
1A	- making progress towards an authority's strategic objectives (as set out in its community strategy);	1a
1B	- The social well-being of the area;	1b
1C	- The economic well-being of the area;	1c
1D	- The environmental well-being of the area;	1d
1E	- the long-term objectives of the area contributing to the achievement of sustainable development in the United Kingdom	1e
<b>2 Service quality</b>	improving the quality and/or availability of services;	<b>2</b>
<b>3 Service availability</b>	improving the quality and/or availability of services;	<b>3</b>
<b>4 Fairness</b>	reducing inequality in accessing or benefiting from services, or improving the social wellbeing of disadvantaged groups;	<b>4</b>
<b>5 Sustainability</b>	exercising functions in ways which contribute to sustainable development;	<b>5</b>
<b>6 Efficiency</b>	improving the efficiency of services and functions;	<b>6</b>
<b>7 Innovation</b>	innovation and change which contributes to any of the above objectives.	<b>7</b>

## WAG 19 - Strategic Outcomes

### Strategic Outcome Code

<b>SF01</b>	A healthy population with a good quality of life
<b>SF02</b>	Quality health and Social Care is readily available
<b>SF03</b>	Our economy is strong and provides good employment opportunities
<b>SF04</b>	Everyone has the skills they need to thrive and contribute to the economy
<b>SF05</b>	Everyone has access to good housing
<b>SF06</b>	People can travel, sustainably, reliably, safely and easily
<b>SF07</b>	People can access good education and training throughout their lives
<b>SFO8</b>	People are well educated for life
<b>SF09</b>	Children have the best start in life
<b>SF10</b>	Poverty in Wales is reduced
<b>SF11</b>	Communities are regenerated throughout Wales
<b>SF12</b>	People live in safe, vibrant, inclusive urban and rural communities
<b>SF13</b>	Our natural and historic environment is protected and enhanced and land is used sustainably
<b>SF14</b>	Wales is an energy efficient, low carbon and low waste society
<b>SF15</b>	The Welsh language thrives
<b>SF16</b>	Culture and sport thrive in Wales
<b>SF17</b>	Wales has a positive external reputation
<b>SF18</b>	Public services are citizen centred, effective and value for money
<b>SF19</b>	Our devolved government is effective and accountable, and its role is understood by citizens