

RESOURCES DEPARTMENT

Corporate Property Divisional Business Plan & Scorecard 2010/13

Head of Service - Jonathan Fearn

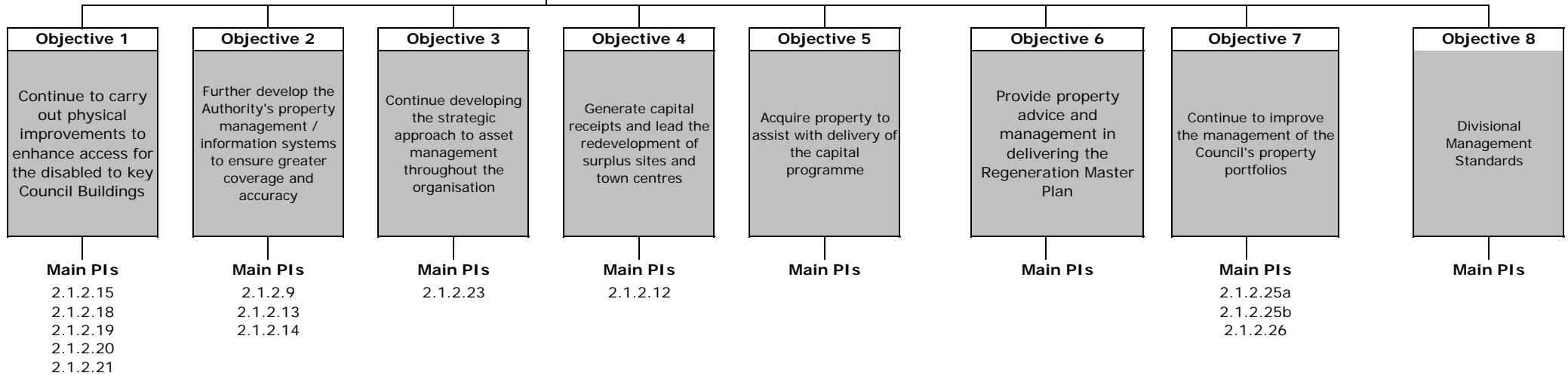
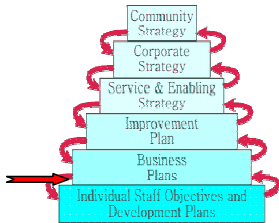
To deliver the Community Plan priorities of:

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

The objectives below will be pursued:

Approved Budget 2010/11

Expenditure £000's	Income £000's	Net £000's
10,329	-£9,642	£687



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

	<b><u>Contents</u></b>	Re-use	Pre - populated	Hyper link	Update
Cover	<b>The Divisional Objectives on a Scorecard</b>	✓			
Our Core Values		✓			
<b><u>Part 1</u> 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><u>Part 2</u> 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><u>Part 3</u> 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><u>Part 4</u> Use of Resources</b>					
4a	Enter your <b>Service Budget</b> and projections over three years. Explain any variation		✓		
4b	Identify savings and efficiencies		✓		
4c	Capital ?		✓		
<b><u>Part 5</u> 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 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.

### **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.

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

**Corporate Property – Business Plan 2010-2013**

**Part 1 - The Service in context**

**Table 1a**

**Service Facts**

<b>Division</b>	Corporate Property	<b>E-Mail: <a href="mailto:Jfearn@sirgar.gov.uk">Jfearn@sirgar.gov.uk</a></b>
<b>Division Head</b>	Jonathan Fearn	<b>For further information please go to <a href="http://www.carmarthenshire.gov.uk/performance">www.carmarthenshire.gov.uk/performance</a> or Telephone: 01267 246244</b>
<b>Executive Board Member</b>	Cllr Philip Hughes	
<b>Scrutiny Chair</b>	Cllr L Mair Stephens	

**Service Profile**

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

The division undertakes the following functions:

- Management of administrative buildings, industrial estates, shops, provisions markets, livestock markets, smallholdings and other land - generating an income from let property of £3m pa
- Disposal of surplus property and development opportunities to generate capital receipts for the capital programme - a total of £35 million over the past 4 years.
- Acquisitions of land and buildings for road schemes and other purposes – in excess of £6 million over the last 3 years
- Maintenance of property records and asset register
- Asset Management Planning
- Compulsory purchase and compensation negotiations
- Coordinating the program of works to improve access for disabled people
- Valuations and property advice to support the work of other departments. The current asset value of the Council's buildings as at 31/03/09 was £1,235,189,318
- Development appraisals and town centre redevelopment schemes including St Catherine's Walk, Carmarthen and East Gate, Llanelli
- Supporting the delivery of the Regeneration Masterplan in conjunction with private sector partners and the Welsh Assembly Government

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

**How we fit in**

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

The Corporate Property Division provides a comprehensive property management, valuation and advisory service for Carmarthenshire County Council's £852m non-housing property portfolio, which includes 1695 administrative and other commercial properties. The Division also provides a valuation and advisory service for the housing portfolio including right to buy valuations.

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

Asset Management Plan  
Accomodation Strategy  
Asset Review Program



## 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	Business Unit	Risk Area	H=High; M=Medium; L=Low	Risk Reference
Resources	Corporate Property	Asset Management	Failure to rollout DDA Compliance Programme & Risk of legal challenge	M	10/Risk/ 73
Resources	Corporate Property	Asset Management	Failure to complete Service Asset Management Plans	L	10/Risk/ 74
Resources	Corporate Property	Asset Management	Failure to complete Condition Surveys within time and budget allocations	H	10/Risk/ 75
Resources	Corporate Property	Asset Management	Failure to address the backlog of Repairs	H	10/Risk/ 76
Resources	Corporate Property	Valuations	Failure to receive Capital Receipts	L	10/Risk/ 77
Resources	Corporate Property	Valuations	Failure of receiving funding through the Convergence Programme	L	10/Risk/ 78
Resources	Corporate Property	Valuations	Risk of the Authority receiving Compensation claims and Blight Notices (Part 1) ie Compulsory Purchases	L	10/Risk/ 79
Resources	Corporate Property	Property Management	Failure to let the number of Industrial Units within the County that are owned by the Authority	L	10/Risk/ 80
Resources	Corporate Property	Property Management	Failure to Maintain Income Levels within Llanelli Town Centre	M	10/Risk/ 81

**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? 75%+= 😊 25-74%= 😐 0-24%= ☹️
Continue to carry out physical improvements to enhance access for the disabled to key Council Buildings	3	3	0	0	0	100%	😊
To further develop the Authority's Property Management/information Systems to ensure greater coverage and accuracy	7	5	2	0	0	100%	😊
Continue developing the strategic approach to Asset Management throughout the organisation	3	3	0	0	0	100%	😊
To generate capital receipts and to lead in redeveloping surplus sites and town centres	7	5	0	2	0	71%	😐
To acquire property to assist with the Capital Programme	3	3	0	0	0	100%	😊
To provide property advice and management in delivering the Regeneration Master Plan	3	3	0	0	0	100%	😊
To continue to improve the management of the Council's Property Portfolios	8	8	0	0	0	88%	😊
<b>Overall performance</b>	<b>34</b>	<b>30</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>94%</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?
Service Managers and access groups consulted regarding DDA Program	Prioritisation of disabled access works has taken account of user and stakeholder comments
County Farms - Tenant Questionnaire	Capital improvements to farm buildigns have been prioritised based on condition assessments and tenant comments

## Partnership Working - Table 2C2

Filter by service

Subject Area	Activity Lead Officer Contact	Reason for Joint Working	Participating Organisations
Resources	Corporate Property	Industrial Estate Management Best Practice	Swansea, Neath Port Talbot, Pembrokeshire
Resources	Corporate Property	Estates and Property Management Best Practice through Consortium of Local Authorities in Wales (CLAW) and Association of Chief Estates Surveyors and Property Managers in the Public Sector (ACES)	CLAW / ACES Property and Estates Group covers all councils and other bodies including Police, NHS, Fire etc in wales. ACES also covers many other UK councils
Resources	Corporate Property	National Association of British Market Authorities (NABMA) - Sharing Best Practice	Cross section of market authorities in UK
Resources	Corporate Property	Local Service Board - property sharing opportunities with Health and Police Authorities	Police, Hywel Dda Trust, Mid & West Wales Fire Authority, Coleg Sir Gar, Trinity College
Resources	Corporate Property	Mapping Information and AssetManager.net User Groups	Pembrokeshire, Powys, Ceredigion, Vale of Glamorgan
Resources	Corporate Property	Welsh Assembly Government National Assets Working Group - asset management best practice	Representation from all public sector organisations across Wales

## Service Review - Table 2e

Reports received from regulators and inspection bodies or /and Scrutiny Task and Finish Groups

Report (with link if applicable) and source	Nature of recommendations	What Service Objectives does this impact on (Table 3 Ref)	"x" ref to improvement actions in Table 3
St David's Park Staff Travel Plan	Encouraging reduced use of private car for access to office campus	Objective 3	St David's Park & Accommodation Strategy
WAO Making the Connections Buildings Management Audit	Various Asset Management recommendations	Objective 3	All actions in Objective 3

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

**Table 3a**

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

<b>Objective 1</b>	<b>Continue to carry out physical improvements to enhance access for the disabled to key Council Buildings</b>												
<b>Main PI (s) &amp; Target:</b>	<b>2.1.2.15</b>												
<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>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 IP? 2010/11</b>	<b>Free for Dept Tag e.g. Joint Review Action?</b>	<b>Mag 7 Improvement Type</b>	<b>WAG 19 Strategic Outcomes</b>
Authorise improvement works to prioritised buildings open to the public to provide enhanced access for disabled people in line with the agreed DDA programme.		Dorian Davies	x	x	x	Apr-10	Mar-13	2.1.2.1.5	MMP	✓			
Prioritise, monitor and amend accessibility plans for buildings open to the public in consultation and in partnership with stakeholder access groups		Dorian Davies	x	x	x	Apr-10	Mar-13	N/A	MMP	✓		Fairness	OAG
To achieve the PI 'The % of the authority's buildings open to the public that are suitable for and accessible to disabled people.		Dorian Davies	x	x	x	Apr-10	Mar-13	N/A	MMP	✓		Fairness	OAG
Continue to support DDA Working Groups and the development of Disability Equality Scheme		Dorian Davies	x	x	x	Apr-10	Mar-13	N/A		x			

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

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

Objective 2	Further develop the Authority's property management information systems to ensure greater coverage and accuracy													
Main PI (s) & Target:	no related PI's													
3	4	5	6	7	8	9	10	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	Mag 7 Improvement Type	WAG 19 Strategic Outcomes	
Further develop the Authority's Property Management Information Systems to ensure greater coverage and accuracy		Dorian Davies	x	x	x	Apr-10	Mar-13		MMP	✓		Service Quality	OAG	
Extend use of the AssetManager.net system across the Authority for viewing and reporting purposes.	Continue working cross departmentally via the AssetManager.net User Group	Dorian Davies	x	x	x	Jan-08	Mar-13		MMP	✓		Service Quality	OAG	
Work with other data holders to reduce deuplication and enhance accuracy of property data		Dorian Davies	x	x	x	Apr-10	Mar-13		MMP	✓		Service Quality	OAG	
Continue with program of voluntary land registration to protect against adverse possession claims and minimise boundry disputes		Dorian Davies	x	x	x	Apr-10	Mar-13		MMP	✓		Service Quality	OAG	
To consider implementing E-PIMS as part of the asset review program to map cross public sector properties in Carmarthenshire		Jonathan Fearn		x		Apr-11	Mar-12		MMP	✓		Service Quality	OAG	
Review the way in which data is collated to support the capital enhancements spends from the Agresso system to include the establishment of a working group and availability of departmental inventories and records from the Agresso purchasing system.		Gwyn Jones		x		Apr-10	Mar-11			x		6		
Continue with program of voluntary land registraiton to protect against adverse possession cliams and minimise boundary disputes		Dorian Davies	x	x	x	Apr-10	Mar-13			x		6		
Continue to improve the accuracy of data held on the Terrier and Asset Manager Systems	Increasing numbers of staff are using the Asset Manager directly to manage tenancies, including Farms, Industrial Units and Markets. Other staff are encouraged to enter any property information into the system. Continue with updating and checking daily.	Phillip Thomas	x	x	x	Apr-10	Mar-13			x				

Part 3 - Service Improvement Planned in 2010/13

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

Objective 3:	Continue developing the strategic approach to Asset Management throughout the organisation												
Main PI (s) & Target:	No related PI's												
3	4	5	6	7	8	9	10	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
Review and publish a revised Corporate Asset Management Plan		Stephen Morgan	x			Mar-09	Jul-10		MMP	✓		Service Quality	OAG
Further review and update the Corporate Asset management Plan		Stephen Morgan		x	x	Apr-10	Mar-13					Service Quality	OAG
Improve Council Property Data		Jonathan Fearn	x	x	x	Apr-10	Mar-13		MMP	✓		Service Quality	OAG
Prioritise spending based on property data		Jonathan Fearn		x	x	Apr-10	Mar-13						OAG
Undertake area based review of Assets (Ammanford/Amman Valley, carmarthen, Llanelli, Gwendraeth Valley, Burry Port/Pembrey & Taf/Teifi/teilo) in conjunction with partner organisations, voluntary and community groups.		Stephen Morgan	x			Apr-10	Mar-11		MMP	✓		Strategic - Economic Well Being	OAG
Implementation of area based action plans resulting from the above		Stephen Morgan		x	x	Apr-11	Mar-13		MMP	✓		Strategic - Economic Well Being	OAG

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
Work with partners to translate asset management into a multi agency approach. In many of our communities the local authority, the health service, the police, and other partners all own properties and, where possible, we will seek to rationalise and share our buildings to reduce costs and improve services through co-location of staff.		Jonathan Fearn			X	Apr-12	Mar-13		MMP	✓		Strategic - Economic Well Being	OAG
Review and implement the actions arising from the second edition of the Corporate Asset Management Plan.		Stephen Morgan	X	X	X	Apr-10	Mar-13			X		1a	
Using Corporate and Service Plan information, undertake Local Area Reviews.		Stephen Morgan	X	X	X	Apr-10	Mar-13					1a	
Continue to implement the Accommodation strategy with a particular focus on St David's Park		Stephen Morgan	X	X	X	Apr-10	Mar-13		MMP	✓		1a	
	Arrange relocation of Technical Services Department to Parc Myrddin	Stephen Morgan	X	X		Apr-10	Jan-12		MMP	✓		1a	
Annually update the Corporate Asset Management Plan to take account of other Council strategies and SAMPs		Stephen Morgan	X	X	X	Apr-09	Mar-12			X		1a	
Fully review the Corporate Asset Management Plan every 3 years		Stephen Morgan			X	Mar-12	Mar-13			X		1a	
Continue to work with service departments to develop more comprehensive and updated SAMPs.		Stephen Morgan	X	X	X	Apr-08	Mar-13			X		1a	
Review security and arrangements and facilities of administrative Buildings		Gwyn Jones		X		Apr-11	Mar-12			X		1a	

Part 3 - Service Improvement Planned in 2010/13

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

Objective 4:		Generate capital receipts and lead the redevelopment of surplus sites and town centres													
Main PI(s) & Target:		2.1.2.12													
3	4	5	6	7	8	9	10	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		
To achieve local performance indicator 'Income-percentage performance against £750k target to generate non strategic capital receipts to reinvest in new or existing facilities PI Ref 2.1.2.12		Peter Edwards	x	x	x	Apr-10	Mar-13		MMP	✓		Strategic Economic - Well being	OAG		
Regularly review non operational land and buildings to identify surplus properties to raise capital receipts and as part of the exercise consider potential Community Asset transfers.		Peter Edwards	x	x	x	Apr-10	Mar-13			x		6 (Efficiency)			
Formulate a policy to govern community asset transfers as this could have a significant affect on capital receipts generated.		Jonathan Fearn	x			Jan-10	Dec-10			x					
Secure completion of the Carmarthen Town Centre Development		Stephen Morgan	x			Apr-08	May-10		MMP	✓		1b (Strategic effectiveness economic)			
Secure completion of the East Gate development, Llanelli		Peter Edwards	x	x	x	Dec-08	Dec-13		MMP	✓		1b (Strategic effectiveness economic)			
Secure redevelopment of the creamery site in Carmarthen.		Jonathan Fearn	x	x		Apr-08	Dec-11								
Continue to co-ordinate the consortium of landowners and option-holders at Carmarthen West to encourage development of the site		Jonathan Fearn	x	x	x	Apr-08	Mar-13								
Secure the development of West Tip, Cross Hands		Hywel Humphreys	x	x	x	Apr-10	Dec-13								

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

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

<b>Objective 5</b>		<b>Acquire property to assist with the Capital Programme</b>											
<b>Main PI(s) &amp; Target:</b>		<b>No related PI's</b>											
<b>3</b>		<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>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 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>
Regularly review and prioritise highway schemes and establish likely acquisition costs and compensation.		Peter Edwards	x	x	x	Apr-09	Mar-13			x	[Hatched]	<b>6 (Efficiency)</b>	
Acquire land or buildings required for the capital programme		Peter Edwards	x	x	x	Apr-09	Mar-13			x	[Hatched]		
Acquire land and property for the Crosshands East scheme.		Richard Evans	x	x	x	Apr-09	Mar-13			x	[Hatched]		

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

<b>Objective 6:</b>		To provide property advice and management in delivering the Regeneration Master Plan													
<b>Main PI (s) &amp; Target:</b>		No related PI's													
3		4													
5		6													
7		8													
9		10													
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		
Provide property advice on bids and feasibility studies for convergence and other funding opportunities.		Peter Edwards	x	x	x	Apr-10	Mar-13			x					
Continue to provide property advice and assistance to the Development and Regeneration Team		Jonathan Fearn / Peter Edwards	x	x	x	Apr-10	Mar-13			x					
Provide property advice and assistance for the Western Valleys Strategic SRA, Cross Hands JV and the Llanelli Coast JV.		Richard V Evans / Peter Edwards	x	x	x	Apr-10	Mar-13			x					

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

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

<b>Objective 7:</b>		<b>Continue to improve the management of the Council's property portfolios</b>											
<b>Main PI (s) &amp; Target:</b>		<b>No related PI's</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 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>
Address the key findings of the Wales Audit Office review of Buildings Management		Jonathan Fearn	x	x	x	Apr-10	Mar-13		MMP	✓			OAG
Improve the Management of the Industrial Portfolio	Undertake tenant surveys every 2 years	Richard Evans	x		x	Apr-10	Mar-13			x		1b	
	Secure initial lettings of all units at Dyfatty Parc	Richard Evans	x	x		Apr-10	Dec-11			x		1b	
	Let all units at Parc Hendre	Richard Evans	x			Apr-10	Mar-11			x		1b	
	Undertake Strategic Review of Glanamman Industrial Estate	Richard Evans	x			Apr-10	Dec-10			x		1b	
	Undertake Strategic Review on 100 Trostre Road Industrial Estate	Richard Evans	x			Apr-10	Dec-10			x		1b	
Improvett the Management of the Provisions Market Portfolio	Secure initial lettings of all new shops and stalls in Carmarthen Market	Richard Evans	x	x		Apr-10	Mar-11			x		1b	
	Review Casual Market and opportunities for further stallage	Richard Evans	x			Apr-10	Dec-10			x		1b	
	Undertake Tenant Surveys every 2 years	Richard Evans		x		Apr-11	Dec-11			x		1b	
Review the Policy relating to the management of the Rural Estate		Dorian Davies	x			Apr-08	Mar-11			x		1b	
Implement rent reviews across all portfolios as opportunities arise		Richard Evans / Peter Edwards / Dorian Davies / Gwyn Jones	x	x	x	Apr-10	Mar-13			x		1b	
Continue to monitor condition of buildings and highlight repair requirements to the Technical Services Department		Richard Evans / Peter Edwards / Stephen Morgan / Dorian Davies / Gwyn Jones	x	x	x	Apr-10	Mar-13			x		1b	
Continue to reduce debt levels across all portfolios		Richard Evans / Peter Edwards / Dorian Davies / Gwyn Jones	x	x	x	Apr-10	Mar-13			x		1b	

Table 3b

What we want to achieve in 2010/11-13

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</b> - all staff to have an opportunity to discuss their performance and how they can be helped to improve.											
Ensure staff receive a 'Helping People to Perform' meeting with their line manager		Jonathan Fearn/ Business Unit Managers	x	x	x			1.3.2.11b	MSOS		
								1.3.4.11a	MSOS		
<b>b. Communications</b> - to ensure effective internal communication. Including staff conferences, team meetings and newsletters.											
Ensure telephones are answered quickly		All Corporate Property Staff						2.2.2.9	BPCF		
<b>c. Collaboration Partnership Working</b> (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											
<b>d. Priority Based Budgeting</b> - Working to identify more efficient ways of providing services/reducing costs											
See Table 4b											
<b>e. Marketing the Council</b> - working proactively to ensure a flow of stories and initiatives.											
<b>f. Customer Focus</b> - working to identify and ensure poor customer care is addressed and improved.											
<b>g. Performance</b> -continued improvement of service PI's overall - action taken to address falling or failing performance.											
See Tables 3 and 5											
<b>h. Human Resources - Workforce Planning - Managing Sickness.</b> Workforce plans to be developed.											
Managing Sickness Absence								CHR2	MSOS		
								1.3.2.16			
<b>i. Energy</b> - Proposals to reduce energy(and water) consumption in buildings, vehicles and in policies etc.											
<b>j. Asset Management Plan</b>											
see Objective 3											

a - j = Corporate Objectives for all Services

## Part 4 - Use of Resources

### REVENUE BUDGET

**Table 4a**

2009-2010		Statutory S/NS/Bot h	2010-2011			2011-2012			2012-2013		
Net			Expend'	Income	Net	Expend'	Income	Net	Expend'	Income	Net
£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
-12	Asset Management		1366	-1368	-2	1390	-1372	18	1406	-1375	31
-5	Operational Depots		460	-417	43	460	-417	43	455	-417	38
-76	Admin Buildings		4356	-4733	-376	4929	-4744	185	4936	-4755	181
865	Other County Buildings		934	-84	850	928	-85	843	930	-87	843
-140	Rural Estates		771	-292	479	772	-300	472	773	-306	467
230	Provision Market		856	-817	38	869	-874	-5	882	-892	-10
-13	Livestock Market		115	-125	-10	116	-134	-18	117	-136	-19
-703	Industrial Premises		1320	-1420	-100	1330	-1447	-117	1341	-1476	-135
-441	Commercial Properties		151	-386	-235	152	-394	-242	152	-607	-455
<b>-295</b>	<b>Total Corporate Property</b>		<b>10,329</b>	<b>-9,642</b>	<b>687</b>	<b>10,946</b>	<b>-9,767</b>	<b>1,179</b>	<b>10,992</b>	<b>-10,051</b>	<b>941</b>

**Table 4b - Savings & Efficiencies**

<b>2010-2011</b>			
<b>Costs</b>	<b>Cost Centre Description</b>	<b>£</b>	<b>Notes on Changes</b>
	Carmarthen Provision Market	-10,000	Increase in Income from Market precinct shops
	Llandeilo Civic Hall	-5,000	Reducing revenue support following lease of building to trustees
	<b>Total</b>	<b>-15,000</b>	

<b>Table 4c - Capital</b>									
<b>What do we spend on Capital ?</b>									
completed for the Service Head (Divisional) Plan only.									
	<b>2010/11</b>			<b>2011/12</b>			<b>2012/13</b>		
Scheme	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required	Gross Cost	Potential External Funding	Internal Resources Required
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Corporate Property</b>									
Disability Discrimination Act Works	500	0	500	600	0	600	0	0	0
Eastern Gate	1500	0	1500	1530	0	1530	0	0	
<b>Property Maintenance</b>									
Capital maintenance	3061	0	3061	3400	0	3400	3000	0	3000
Newcastle Emlyn Livestock Mart - Drainage Improvements	0	0	0	0	0	0	100	0	100
Refurbishment 3 Spilman Street	439	0	439	0	0	0	0	0	0
<b>Total</b>	<b>5500</b>	<b>0</b>	<b>5500</b>	<b>5530</b>	<b>0</b>	<b>5530</b>	<b>3100</b>	<b>0</b>	<b>3100</b>

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

**Our Key Measures of success - 2008/09 results, 2009/10 projected results and targets for 2010/11 +**

		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
PI REF	Definition (If abbreviated see full definition on footnote below)	2008/09				2009/10				2010/11		11/12	12/13				
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales ★ to ★★★★★	Target	EOY 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

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

**Main Indicator(s)**

2.1.2.23	Number of properties for which a suitability survey has been undertaken over the last 5 years (L)	751	Not Applicable	759	759	☺	▲	775	✓	781	TBC					Service Quality	
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**Objective 1: Continue to carry out physical improvements to enhance access for the disabled to key Council Buildings**

**Main Indicator(s)**

2.1.2.15	The percentage of the authority's buildings open to the public and that are suitable for and accessible to disabled people. (L) CMT	51.2	Not Applicable	60.0	60.4	☺	▲	70.0	✓	80.0	85.0	K	MMP	Fairness	OAG		
2.1.2.18	The % of the local Authority's operational properties for which an access audit had been undertaken by a competent person (L)	99	Not Applicable	99	98	☹	▼	98	✗	99	100			Service Quality			
2.1.2.19	The number of the local Authority's operational properties for which an access audit had been undertaken by a competent person (L)	329	Not Applicable	330	332	☺	▲	333	✓	337	341			Service Quality			
2.1.2.20	a) The percentage of the local authority's operational properties for which there is an accessibility plan in place (L)	99.1	Not Applicable	99.4	97.6	☹	▼	98.0	✓	99.0	100.0			Fairness			
2.1.2.21	b) The number of the local authority's operational properties for which there is an accessibility plan in place (L)	329	Not Applicable	330	332	☺	▲	333	✓	337	341			Fairness			

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

**Main Indicator(s)**

2.1.2.25a	The percentage of the G.I.A.(Gross Internal Area)of the local authority`s properties that are surplus. (L)	1.40	Not Applicable	5.00	1.49	☺	▼	5.00	✓	5.00	4.00			Efficiency			
2.1.2.25b	The percentage of the G.I.A.(Gross Internal Area)of the local authority`s properties that are vacant. (L)	2.49	Not Applicable	5.00	0.97	☺	▲	2.50	✓	2.00	TBC			Efficiency			
2.1.2.26	Rural Estate - rent arrears as a percentage of rental income (L)	3.48	Not Applicable	3.50	4.30	☹	▼	4.20	✓	TBC	TBC						

<b>Objective 2: To further develop the Authority's Property Management/Information Systems to ensure greater coverage and accuracy</b>															
<b>Main Indicator(s)</b>															
2.1.2.13	Industrial - Rent arrears as a percentage of rental income (L)	3.77	Not Applicable	6.00	4.34	☺	▼	6.00	*	6.00	TBC				
2.1.2.14	Market - Rent arrears as a % of rental income (L)	1.11	Not Applicable	3.50	2.16	☺	▼	3.50	*	3.50	TBC				
2.1.2.9	Commercial Rent arrears as % of rental income (L)	4.03	Not Applicable	5.00	4.81	☺	▼	5.00	*	TBC	TBC				
<b>Objective 4: To generate capital receipts and to lead in redeveloping surplus sites and town centres</b>															
<b>Main Indicator(s)</b>															
2.1.2.12	Income - % performance against target to generate non strategic Capital Receipts (L)	100.88	Not Applicable	100.00	76.85	☹	▼	100% of £750K	✓	100% of £750K	100% of £750K	K	MMP	Strategic Economic Well Being	OAG

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

**Performance Measurement Results 2008/09+ and Targets 2010/11 +**

		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	12/13
PI REF	Definition (If abbreviated see full definition on footnote below)	Our Result	Target	Actual Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (e) ✓ or ✗	Target Set	Target Set
<b>Divisional Standard Measures (Link to Table 3b)</b>										
<b>a. Helping Staff to Perform</b>										
1.3.2.11(b)	% of third tier managers appraisals carried out during the year	100%	100%	100%	☺	Constant	100%	✗	100%	100%
1.3.2.11(a)	% Appraisals carried out during the year	100%	100%	100%	☺	Constant	100%	✗	100%	100%
<b>b. Internal Communications</b>										
2.2.2.9	% calls answered within 14 second target		80.00%	No data available			TBC		TBC	TBC
<b>c. Human Resources</b>										
CHR 2	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	10.0 days	11.0 days	8.5 days	☺	▲	10.8 days	✗	TBC	TBC
1.3.2.16	% of Return to Work Interviews conducted	N/A	55.00%	100.00%	☺	▲	58.00%	✗	TBC	TBC
<b>d. Service Asset Mangement Plans</b>										

**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		3			
<b>Objective 2</b>							
<b>Objective 3</b>		1					
<b>Objective 4</b>	1						
<b>Objective 5</b>							
<b>Objective 6</b>							
<b>Objective 7</b>						2	
<b>Total</b>							

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

**Table 5d - Core Measures not being used**

**Mandatory Standard (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.	Magnificant 7 reference code	Description	Dept.	Division	Business Unit	Owner (HoS)	Reason for Non-use
No Mandatory Measures set by the Welsh Assembly Government for Corporate Property Division							

# Key

Are any of the actions/measures related to Improvement as defined by WAG?

Mag 7  
Improvement  
Type  
Code

## Magnificant 7

<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