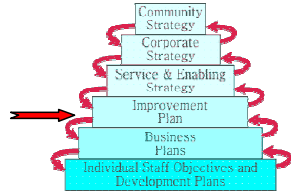


People Management & Performance Divisional Business Plan 2010/13

Head of Service - Paul Thomas



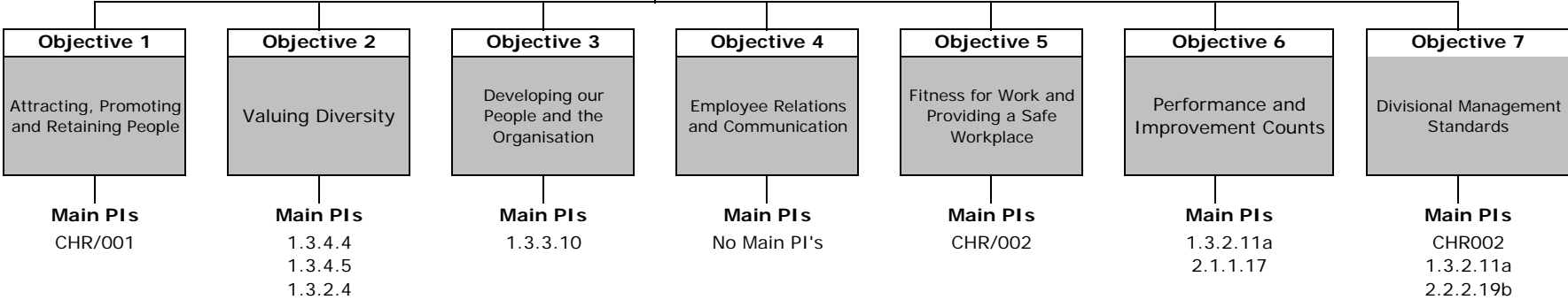
To deliver the Community Plan priorities of:

- * Valuing our Staff
- * Improving Services
- * Ensuring Equality of Opportunity
- * Working in Partnership
- * Openness, trust, honesty and integrity
- * Welsh Language

The objectives below will be pursued:

Gross Budget 2010/11

£5,291,000



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

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

People Management and Performance – Business Plan 2010-2013

Part 1 - The Service in context

Table 1a

Service Facts

Division	People Management and Performance	E-Mail: PRThomas@carmarthenshire.gov.uk
Division Head	Paul R Thomas	For further information please go to www.carmarthenshire.gov.uk/ performance or Telephone:01267246123
Executive Board Member	Cllr Meryl Gravell, Cllr Pam A Palmer, Cllr W.J. Wyn Evans, Cllr K Madge, Cllr Ieuan G.	
Scrutiny Chair	Mrs. L.M. Stephens	

Service Profile

To ensure that the Authority has the flexibility, skills and ability to meet its challenges and customers needs now and in the future and to attract, support and develop those who are working to meet these challenges. To ensure that the Council delivers on its key strategies and commitments with robust performance management and scrutiny practices

Part 1(Continued) - Table 1b

How we fit in

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

Theme: Building a Better Council

*Sub Themes: Ensuring Equality of Opportunity - Fairness and Social Inclusion, Being Open, Transparent and Inclusive
,Putting Customers First and Delivering Quality Services*

Theme: Making Better Use of Resources

Sub Theme: Supporting our Staff

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

- HR Strategies
- Corporate Equalities Plan
- Welsh Language Strategy
 - Improvement Plan
- Corporate Strategy
- Outcome Agreements
- Health and Safety Policy








Risk Assessment for 2010+ - 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
Chief Executives	People Management and Performance	Strategic HR	Complete the Job Evaluation exercise to inform planning and implementation of a revised Pay and Grading Structure	H	10/Risk/ 160
Chief Executives	People Management and Performance	Strategic HR	Risk of Equal Pay Claims	H	10/Risk/ 161
Chief Executives	People Management and Performance	Strategic HR	Sickness Absence	M	10/Risk/ 162
Chief Executives	People Management and Performance	Strategic HR	Workforce Planning	M	10/Risk/ 163
Chief Executives	People Management and Performance	Performance Management	Roll out of Appraisals across the authority	M	10/Risk/ 164
Chief Executives	People Management and Performance	Learning and Development	Corporate training resources	M	10/Risk/ 165
Chief Executives	People Management and Performance	Strategic HR	Resources/capacity issues within Occupational Health and H&S	H	10/Risk/ 166
Chief Executives	People Management and Performance	Consultancy	Further development of the Scrutiny function	L	10/Risk/ 167
Chief Executives	People Management and Performance	HR	CRB	No longer a risk area	10/Risk/ 168
Chief Executives	People Management and Performance	Translation	Capacity issues following recent staff change within unit	No longer a risk area	10/Risk/ 169
Chief Executives	People Management and Performance	Perf Management	New Local Government Measure	M	10/Risk/ 170

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

End of Year 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%= ☹️
Attracting, Promoting and Retaining People	33	11	0	22	0	33%	😐
Valuing Diversity	16	13	0	3	0	81%	😊
Developing our People and the Organisation	55	27	4	19	5	56%	😐
Employee Relations and Communication	11	5	0	6	0	45%	😐
Fitness for Work and Providing a Safe Workplace	21	20	0	1	0	95%	😊
Performance and Improvement Counts	116	85	1	32	1	74%	😐
Overall performance	252	161	5	83	6	66%	😐

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?
Consultation on Statutory Performance Indicator's for Local Authorities in Wales from 2010	Yes - See Table (3a) 6b
Consultation 2010 -2011 National Performance Indicator Suite	Yes - See Table (3a) 6b

Partnership Working - Table 2C2

Filter by service

Subject Area	Activity Lead Officer Contact	Reason for Joint Working	Participating Organisations
People Management and Performance	Heidi Font Fitness For Work Manager 01267 246129 HFont@cararthenshire.gov.uk	Working in partnership with HSE with regard to sickness, stress management and Health and Safety statistics.	Health and Safety Executive
People Management and Performance	Heidi Font Fitness For Work Manager 01267 246129 HFont@cararthenshire.gov.uk	Occupational Health provision, and elements of Health and Safety Provision - Work in collaboration to achieve and attain best practice and support for each other	Other Authorities and Police and Fire Brigade
People Management and Performance	Ann Clarke Policy Manager 01267 246167 ALClarke@cararthenshire.gov.uk	Trinity college, local SMEs Gender equality scheme project with Heads of Service examining barriers to the progression of women into senior management	CCC Chwarae Teg
People Management and Performance	Ann Clarke Policy Manager 01267 246167 ALClarke@cararthenshire.gov.uk	Sharing best practice and networking in relation to employment policy development and developing equality and diversity practices in the workplace	Equal Pay WLGA Networking inclusive Group
People Management and Performance	Alison Wood Strategic HR Manager 01267 246152 AMWood@cararthenshire.gov.uk	Working in partnership with local authorities to develop an Equal Pay and Job Evaluation Strategy	Local authorities

Performance Indicator Positions 2008/2009



KEY:- Bold Text = Data which has been queried by the auditors
Yellow Highlighting = No improvement direction has been set

Carmarthenshire's 2008/09 performance ranked in relation to other Welsh Local Authorities.

PI Ref	Stat / Core / Not Used	PI Definition	Dept	Division	08/09 IP Theme	IAG / CMT for 08/09	Deleted / Being used for 09/10? (D/Y/N)	Performance Ranking																				Welsh Median		
								Bottom (Sad Face)					Bottom to Middle (Neutral Face)					Middle to Top (Happy Face)					Top (Happy Face)							
CHR/001	C	% of employees (including teachers and school based staff) who leave the employment of the local authority, whether on a voluntary or involuntary basis	CEX	People Management & Performance	MBUR		Y	-	23.58	13.08	12.19	11.88	11.23	10.82	10.42	10.25	10.16	9.33	8.86	8.29	8.23	7.94	7.21	6.57	6.43	6.40	6.27	6.18	3.56	8.86
CHR/002	C	The number of working days/ shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	CEX	People Management & Performance	MBUR	CMT	Y	-	-	-	13.5	12.8	12.6	12.5	11.9	11.8	11.7	11.4	11.4	11.2	10.7	10.7	10.6	10.1	9.8	8.9	8.9	-	-	11.4
CHR/004	C	% of local authority employees from minority ethnic communities	CEX	People Management & Performance	BBC		Y	-	0.03	0.18	0.19	0.25	0.36	0.38	0.45	0.45	0.47	0.47	0.48	0.66	0.72	0.77	0.82	0.85	1.01	1.86	2.32	4.26	-	0.47
CHR/005	C	% of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 1995.	CEX	People Management & Performance	BBC		Y	-	0.18	0.23	0.32	0.71	0.76	0.80	0.99	1.01	1.07	1.22	1.25	1.28	1.42	1.71	1.78	1.86	1.99	2.20	2.28	3.32	-	1.24

Table 2d Annexe

Comments on how Service results compare with other Welsh Councils for 2008/2009

PI Reference / Description	Supporting Comments
<p>CHR/002 -The number of working days/ shifts per full time equivalent (FTE) local authority employee lost due to sickness absence</p>	<p>This PI was on target and improved at the end of 08/09. A challenging target of 11.0 days was set for 09/10 and at the end of the year the result was slightly off target at 11.1 days and it had improved on the previous year's result of 11.7 days. The active application of the sickness policy, the support given to departments to manage sickness absence through HR and Occ Health and also ensuring that the necessary support is available during the Job Evaluation process, will continue to help reduce the number of sickness days throughout the Authority. A sickness absence task and finish group has commenced and this will include the approach to sickness absence across all departments including schools. Also the Stress and Wellbeing programme is underway as is the introduction of cognitive behavioural therapy within OH.</p>
<p>1.3.4.4 (CHR/004) - % of local authority employees from minority ethnic communities</p>	<p>The results for this PI during 08/09 were relatively stable throughout the year and the end of year result was 0.52% which was off target but an improvement on the previous year. The target for 10/11 has been set at 0.64%. To ensure that we continue this trend of improvement statutory employment monitoring systems are in place to gather information on the composition of the workforce, a quarterly and annual report is produced and circulated to CMT, Heads of Service & managers to inform their business and workforce planning. Key actions are identified within this business plan and the CCC Equality Framework to aid further improvements. A draft Single Equalities Scheme has been developed following consultation with external customers, partners and internal employees. Feedback will influence further positive action</p>
<p>1.3.4.5 (CHR/005) - % of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 1995.</p>	<p>This PI was on target and improved at the end of 08/09. A challenging target was set for 09/10 of 1.64% and at the end of the year we have exceeded this target and improved on last year's results. A target of 1.90% has been set for 10/11. The achievement of this target will be aided by the further promotion of the commitments of the Disability Symbol. This will include the Interview Guarantee for disabled applicants who meet the essential criteria for a job, continued work with the staff Disability Improvement Group, inclusion of the Equal Opportunity Monitoring forms on the self service facility of Resourcelink and to continue to encourage individuals to declare disability.</p>

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
Review of PMP			
Peer Review			
HOS Workstreams		3a(6) a,b,c	

Part 3 - Service Improvement Planned in 2010/13

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

Objective 1	Attracting, Promoting and Retaining People												
Main PI (s) & Target:	CHR/001 - % of employees (including employees under the delegated budgets of schools) who leave the employment of the local authority, whether on a voluntary or involuntary basis - target for 10/11 is 6.40% - please see Table 5a for further explanation												
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 SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Older People and Physical Disability Services restructuring		prthomas/kmorgan				01/04/10	31/03/11		B5				
	To engage in the consultative process with Staff and their Trade Union Representatives	prthomas/kmorgan				01/04/10	31/03/11		B5				
	To implement and facilitate the Matching & Slotting of staff to the new structure	prthomas/kmorgan				01/04/10	31/03/11		B5				
Review/retender the authorities Agency Staff Contract		prthomas/rmyoung				01/04/10	31/05/10		B5				
Transfer of manual filing records to electronic data management retrival system		prthomas/dwmrichards				01/04/10	31/12/11		B5				
	Backscanning of HR files	prthomas/dwmrichards				01/04/10	30/06/11		B5				
Modernising Education Programme		prthomas /lheger				01/04/10	30/09/11		B5				
	To support E &CS Department in school modernisation (mergers, amalgamations, federations and closures	prthomas /lheger				01/04/10	31/03/11		B5				
	To support the Dinefwr project involving five secondary schools	prthomas /lheger				01/04/10	31/03/11		B5				
	Support LEA in development and recruitment to new school	prthomas /lheger				01/04/10	31/03/11		B5				

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
Implement Independent Saveguarding Authority Regulations		prthomas/wmrichards				01/04/10	31/03/10		B5				
	Implementation of ISA for new employees	prthomas/wmrichards				01/04/10	31/07/10		B5				
	Implementation of a rolling programme for existing employees	prthomas/wmrichards				01/04/10	30/11/10		B5				
Review of contractual arrangements for community education tutors and sessional youth workers		prthomas/jstuart				01/04/10	31/03/11		B5				
Creation of a West Wales Adoption Service		prthomas/jstuart				01/04/10	30/06/10		B5				
	Type transfer of existing Adoption Service staff from Ceredigion and Pembrokeshire County Councils to CCC	prthomas/jstuart				01/04/10	31/08/10		B5				
Review HR Service delivery model and provide options aligned to the People Strategy with corporate and departmental objectives in consultation with departments		prthomas/awood				01/04/10	31/10/10		B5	✓			
Commence integration of HR/Payroll functions to improve and support future HR service delivery		prthomas/dwmrichards				01/04/10	31/03/11		B5	✓			
Develop an annual HR policy Forward work programme in consultation with Departments		prthomas/alclarke				01/04/10	31/03/11		B5				
	Impact assess the new pay and grading structure and Terms and Conditions on the forward work programme	prthomas/alclarke				01/04/10	31/12/10		B5				
	Develop an HR policy consultation and communication plan with departments	prthomas/alclarke				01/04/10	31/09/10		B5				
	Impact assess changes in employment legislation on the forward work programme	prthomas/alclarke				01/04/10	31/03/11		B5				

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
Support departments to workforce plan to ensure key service delivery is maintained		prthomas/Illawrence				01/04/10	31/03/11	CHR/001	B5	✓			
	Utilising the development of 'insight' re issue of workforce data to departments	prthomas/Illawrence				01/04/10	31/03/11		B5				
	Audit and review all workforce data to ensure that it is correct for management information	prthomas/Illawrence				01/04/10	31/03/11		B5				
Develop further guidance in relation to Local Government Pension Scheme		prthomas/Illawrence				01/04/10	31/03/11		B5				
	Ensure question and answers are available for transactional team to answer most pension queries	prthomas/Illawrence				01/04/10	31/03/11		B5				
Provide a range of access routes within Work Focussed Education (WFE) to enable young people to make positive career choices		prthomas/cblackburn				01/09/10	30/03/11		B5				

Part 3 - Service Improvement Planned in 2010/13

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

Objective 2	Valuing Diversity												
Main PI (s) & Target:	1.3.4.4 - To improve the percentage of local authority employees from minority ethnic communities from 0.52% in 09/10 to 0.64% in 10/11 1.3.4.5- To improve the percentage of local authority employees declaring that they are disabled from 1.86% in 09/10 to 1.90% in 10/11 1.3.2.4 - The percentage of senior management posts filled by women target for 10/11 is 11.9 - please see Table 5a for further explanation												
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 SBP IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Support the implementation of the Authority's Single Equality Scheme and Equality Improvement Framework		prthomas/a lclarke				01/04/10	31/03/11	1.3.4.4, 1.3.4.5 and 1.3.2.4	B5	✓			
	Continue to develop employment policies that improve the diversity composition of the workforce	prthomas/a lclarke				01/04/10	31/03/11		B5				
Ensure the Translation Unit's services are adequately developed to meet the likely demand for translation to Welsh and English		prthomas/d echarles				01/04/10	31/03/11		B5				
	Implement new priority based request system and charging policy in support of corporate Welsh Language policy	prthomas/d echarles				01/04/10	31/03/10		B5	✓		1,2 & 3	
	Assess and monitor effect of any changes to the service	prthomas/d echarles				01/04/11	31/03/12		B5				
Ensure the Translation Unit's services are adequately developed to meet any demand for translation to other languages		prthomas/d echarles				01/04/10	31/03/11		B5				

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
	Continue to monitor the requests for translation in connection with other languages	prthomas/d echarles				01/04/10	31/03/11		B5				
	Continuously update schedule of suitable translators	prthomas/d echarles				01/04/10	31/03/11		B5				
	Monitor costs of translation requests in connection with other languages	prthomas/d echarles				01/04/10	31/03/11		B5				
Ensure that the Translation Unit continues to contribute in relation to Welsh language development and customer care issues		prthomas/d echarles				01/04/10	31/03/11		B5				
	Continue to contribute to the work of the Welsh Language Working Group	prthomas/d echarles				01/04/2010	31/03/2011		B5				
	Continue to contribute to the work of the departmental Customer Focus group	prthomas/d echarles				01/04/2010	31/03/2011		B5				

Part 3 - Service Improvement Planned in 2010/13

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

Objective 3		Developing our People and the Organisation													
Main PI (s) & Target:		1.3.3.10 - Percentage of MAs leaving the MA apprenticeship Scheme, who achieve a positive outcome - target for 10/11 is 100%													
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 SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Implement the Corporate Learning and Development Strategy (08-11) addressing resource issues via the Learning and Development Review				prthomas/c blackburn				01/04/10	30/03/11		B5				
	Publish & communicate annual progress report against L&D Strategy & provide quarterly information for Management Digest			prthomas/c blackburn				01/05/10	30/03/11		B5				
	Review and amend as appropriate the Learning and Development Strategy to ensure that L&D reflects and supports the achievement of Key corporate priorities.			prthomas/c blackburn				30/03/10	30/03/11		B5			1	
	Develop and publish Annual Corporate Learning and Development Plan and Evaluation Report			prthomas/c blackburn				30/07/09	30/08/11		B5				
Continue to improve People Management and Development within the IiP Framework				prthomas/c blackburn				01/04/09	31/03/12		B5				

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
	Post achievement, continue to monitor People Management and Development practice against the IiP Standard to maintain IiP accreditation via PM&D Steering Group	prthomas/c blackburn				30/03/09	31/03/12		B5				
	Prepare and implement Action Plan drawing on outcome(s) of IiP Stage 2 Assessment and People Strategy	prthomas/c blackburn				30/04/09	30/03/12		B5				
	Build internal assessment capacity to support the IiP re-accreditation process	prthomas/c blackburn				01/04/10	30/03/12		B5				
Improve the evaluation of L&D Programmes/initiatives to ensure organisational impact is measured		prthomas/c blackburn				30/06/08	31/03/12	1.3.3.10	B5	✓		1 & 2	
	Continue to work with Resourcelink Implementation Team to develop solutions to incorporate the evaluation process into the Training Module.	prthomas/c blackburn				01/04/08	31/03/12		B5				
	Support & monitor compliance with Evaluation process & report findings to IiP Steering Group & CMT on annual basis	prthomas/c blackburn				01/03/09	31/03/11		B5				
Continue to develop, deliver and promote L & D to meet the business requirements of the Authority		prthomas/c blackburn				01/04/10	31/03/12		B5				
	Collaborate with Democratic Services to deliver Member Induction [Council Elections May 2008] & develop proposals for taking forward the Wales Charter.	prthomas/c blackburn				01/12/08	30/03/11		B5				

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
	Evaluate the roll out of Health and Safety e-learning modules and apply learning to other e-learning initiatives	prthomas/e cummings				01/04/09	30/03/12		B5				
	Implement a coaching and mentoring strategy/framework to support management capacity building	prthomas/a machin				01/04/09	30/03/13		B5				
	Review existing L&D to ensure most effective method of delivery is being utilised	prthomas/c blackburn				01/04/10	30/03/13		B5				
	Develop the Learning Pool as a resource to support flexible delivery of Learning and Development	prthomas/MarieEdwards				01/04/10	30/03/13		B5				
Continue to support the reduction of risks to the Authority by implementing the H&S Training Strategy on a prioritised basis		prthomas/c blackburn				01/04/08	31/03/13		B5				
	Implement H&S training programmes on a prioritised basis in line with the H&S training strategy	prthomas/e cummings				01/04/09	30/03/12		B5				
	Initiate more collaborative working with other Local Authorities and organisations including the delivery of CIEH and IOSH accredited courses that would assist with income generation	prthomas/e cummings				30/04/09	30/03/12		B5				
	Review the priorities set out in the H&S Strategy in the light of new or emerging H&S issues tas identified by the H&S Steering Group	prthomas/e cummings				30/04/09	30/03/13		B5				

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
Continue to reduce Musculo-skeletal injuries and improve safe Manual Handling practice by implementing the All Wales Manual Handling Passport Scheme		prthomas/c blackburn				01/04/09	31/03/13		B5				
	Develop and implement a programme of training to meet staff needs, including key workers, prioritising high risk areas	prthomas/c blackburn				01/04/09	31/03/13		B5				
	Support managers to improve risk assessment and monitoring role	prthomas/c blackburn				01/04/09	31/03/13		B5				
	Further reduce risks by developing solutions to complex manual handling activities in collaboration with other professionals	prthomas/c blackburn				01/04/09	31/03/13		B5				
Improve administrative systems and procedures to ensure the most effective, efficient and sustainable delivery of the Corporate Learning and Development Strategy and Plan		prthomas/c blackburn				30/09/09	30/09/12		B5				
	Work with the Resourcelink Team and other database users to utilise the database more effectively	prthomas/c blackburn				30/09/09	30/09/12		B5				
	Review administrative support arrangements in the light of the outcomes from the Learning and Development Review	prthomas/c blackburn				30/09/09	30/09/10		B5				
Develop a strategic approach to Leadership and Management in line with the IIP Leadership and Management model		prthomas/c blackburn				01/04/09	31/03/12		B5	✓ B5-4			
	Co-ordinate the implementation of the IIP Standard to achieve award by 2012	prthomas/c blackburn				30/03/09	31/03/12		B5				

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
	Develop the CMAT as a 360 degree feedback tool and implement a strategy to introduce 360 degree feedback into the Authority	prthomas/a machin				30/03/09	31/03/12		B5				
	Implement a Management Development Framework in consultation with the Authority which helps to deliver organisational objectives	prthomas/c blackburn				01/04/10	31/03/11		B5				
Develop collaborative L&D programmes with other public service organisations in the region		prthomas/c blackburn				30/09/09	31/03/13		B5	✓		1	
	Map current provision to identify gaps/overlaps with other public service organisations in the region	prthomas/c blackburn				30/09/09	31/09/10		B5				
	Identify areas for collaboration to meet existing and future needs including flexible routes to learning	prthomas/c blackburn				30/09/10	31/03/11		B5				
	Develop collaborative programmes and implement on a prioritised basis	prthomas/c blackburn				01/04/11	30/03/13		B5				
Develop a People Management Strategy for the Authority		prthomas/a mwood				01/04/09	31/03/10		B5	✓		1	
Commence digitalisation programme for PMP records to significantly reduce use of manual files		prthomas/d wmrichards				01/04/09	31/05/10		B5	✓			
Develop and maintain a QA framework to achieve consistently high quality translations throughout the Authority		prthomas/d echarles				01/04/10	31/03/11		B5				

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
	Regular awareness raising in relation to the need for all translation work to be processed by the Translation Unit	prthomas/d echarles				01/04/10	31/03/11		B5				
Ensure Welsh and English versions of publications appear concurrently within defined timescales		prthomas/d echarles				01/04/10	31/03/11		B5				
	Continue to work with clients and Policy & Partnership Officer to ensure compliance with the corporate Welsh language scheme	prthomas/d echarles				01/04/10	31/03/11		B5				
Increase bilingual working in the authority		prthomas/d echarles				01/04/10	31/03/11		B5				
	Repeated awareness raising regarding the Translation Unit's proof reading and editing services	prthomas/d echarles				01/04/10	31/03/11		B5				
Investigate options regarding new simultaneous translation equipment		prthomas/d echarles				01/09/10	31/03/11		B5				
	Investigate options regarding the purchase of replacement simultaneous translation equipment	prthomas/d echarles				01/04/10	31/03/11		B5				

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

Objective 4	Employee Relations and Communication												
Main PI (s) & Target:	No Main PI's - Please see Table 5a												
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 SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Complete negotiations on Single Status and implement new pay structure and terms and conditions		prthomas/amwood				01/04/09	31/12/2009		B5	✓			
	Work with recognised trade unions to develop and implement the new pay and grading structure	prthomas/amwood				01/04/10	31/03/11		B5				
	Develop a communication plan and implement collaboatively with CMT and Heads of Service	prthomas/aclarke				01/04/10	30/09/10		B5				
Develop and obtain agreement for a strategy to manage equal pay claims		prthomas/awood				01/04/10	31/03/10		B5	✓			
	Manage equal pay grievances and claims on behalf of the Authority	prthomas/rrees				01/04/10	31/12/11		B5				
Develop employee relations plan for implementation of new pay and grading structure		prthomas/awood				01/04/09	31/03/11		B5				
	Identify key risks and actions in the development of an employee relations plan and the implementation of new pay and grading structure	prthomas/madavies				01/04/09	31/03/10		B5				

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
	Agree the priorities for negotiation for the employee relations plan	prthomas/madavies				01/04/09	31/10/10		B5				
Manage grading appeals resulting from implementation of job evaluation		prthomas/shampton				0/04/10	31/03/11		B5				
Support managers to apply HR policies in practice		prthomas/aclarke				0/04/10	31/03/11		B5				
	Ensure corporate learning and development briefing sessions are developed and maintained for key high risk policy areas	prthomas/aclarke				01/04/10	31/03/11		B5				
	Develop a rolling programme with the HR team for managers on key employment issues	prthomas/aclarke				01/04/10	31/07/10		B5				
	Ensure briefing sessions are run to help enable managers to implement their employment policies	prthomas/aclarke				01/04/10	31/12/10		B5				

Part 3 - Service Improvement Planned in 2010/13

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

Objective 5		Fitness for Work and Providing a Safe Workplace											
Main PI (s) & Target:		CHR/002 - Reduce Sickness absence from 11.1 days in 09/10 to 10.8 Days in 10/11											
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 SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Complete the Occupational Health Review		prthomas/hfont				01/04/10	30/06/11		B5				
	Review occupational health provision including funding of core service, collaborative working and statutory obligations	prthomas/hfont				01/04/10	30/06/11		B5	✓ B5-3		1	
	Raise the profile of the role of Occupational Health, the services it provides and support it provides	prthomas/hfont				01/04/10	31/03/11		B5				
Explore partnership working		prthomas/hfont				01/04/10	31/03/11		B5				
	Meeting with partners to discuss any opportunities for joint working	prthomas/hfont				01/04/10	31/03/11		B5				
Monitor the management of Health and Safety across the Authority		prthomas/hfont				01/04/10	31/03/11		B5				
	Review Health and Safety management and resources across the Authority	prthomas/hfont				01/04/10	31/03/11		B5				

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
	Source and implement a new accident/incident system for the authority. Send quarterly accident stats to all directorates, analyse the trends in conjunction with the departmental Health and Safety Committees/groups	prthomas/hfont				01/04/10	31/03/11		B5				
	Continue to support the Corporate Learning and Development team to deliver a Health and Safety training strategy in line with H and S legislation.	prthomas/hfont				01/04/10	31/03/11		B5				
	Audit adherence to Corporate Health and Safety policy and report findings through to the Health and Safety Committees.	prthomas/hfont				01/04/10	31/03/11		B5				
Monitor Sickness Absence results		prthomas/hfont				01/04/10	31/03/11	CHR/002	B5				
	Roll out the stress and well being programme across the authority	prthomas/hfont				01/04/10	31/03/11	CHR/002	B5				
	Highlight problem areas in sickness absence and work with the task and finish group in order to support managers to help reduce sickness absence levels	prthomas/hfont				01/04/10	31/03/11	CHR/002	B5				
	Support departments to effectively manage sickness absence	prthomas/hfont				01/04/10	31/03/11	CHR/002	B5	✓ B5-2		3	

Part 3 - Service Improvement Planned in 2010/13

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

Objective 6a	Performance and Improvement Counts												
Main PI (s) & Target:	2.1.1.17 – Continue to improve % of Freedom of Information Act request responded to in 20 working days to 94.00% during 10/11 - Please see Table 5a for further explanation												
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 SBP/IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Freedom of Information Act - DPA, GIS, Modern Records, Information and data management													
Continued adherence to the Freedom of Information Act 2000		ndaniel/jw tillman				01/04/10	31/03/11	2.1.1.17	B5			2 & 3	
	Continue to ensure that departmental co-ordinators are aware of their duty to ensure that all relevant information held is provided accurately and within the statutory 20 day limit	ndaniel/jw tillman				01/04/10	31/03/11		B5				
	Ongoing monitoring of the function of the Publication Scheme and the information published on the website	ndaniel/jw tillman				01/04/10	31/03/11		B5				
Continued adherence to the Data Protection Act		ndaniel/jw tillman				01/04/10	31/03/11		B5			2 & 3	
	Awareness raising of the Data Protection Act (DPA) through training sessions and an e-learning module to ensure data is handled securely and in accordance with the legislation	ndaniel/jw tillman				01/04/10	31/03/11		B5				
	Establish a clear methodology and obtain resources to conduct targeted data protection audits	ndaniel/jw tillman				01/04/10	30/09/11		B5				
	Ensure the database of personal data held by the authority is maintained by the Departmental Data Managers	ndaniel/jw tillman				01/04/10	30/09/11		B5				

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
Continued development of GIS and its integration with Back office systems across the Authority		ndaniel/ja harries				01/04/10	31/12/11		B5			6	
	Continue to develop Geographical Information Systems (GIS) datasets and enhanced web based mapping - PlanWeb and PlanAccess	ndaniel/hrl odwick				01/04/10	31/03/11		B5				
	Scope and research benefit of linking back office systems with LLPG	ndaniel/ja harries				01/04/10	31/12/11		B5				
	Develop awareness raising sessions for GIS	ndaniel/ja harries				01/04/10	30/06/11		B5				
Continued development of LLPG and the Integration with the NSG		ndaniel/ja harries				01/04/10	31/03/11		B5			2 & 3	
	To continuously improve the accuracy of the LLPG and NSG	ndaniel/ja harries				01/04/10	31/03/11		B5				
	Continue to implement aligned assets software package (AASP)	ndaniel/ja harries				01/04/10	30/06/11		B5				
	Keep abreast of all new GIS developments and development initiatives	ndaniel/hrl odwick				01/04/10	31/03/11		B5				
	Continue to enhance/improve our use of Google Earth	ndaniel/hrl odwick				01/04/10	31/03/11		B5				
	Management of Mapping Servies Agreement	ndaniel/ja harries				01/04/10	31/03/11		B5				
	Assist Departments with the use of GIS Tools	ndaniel/ja harries				01/04/10	31/03/11		B5				
To continue to provide services for Modern Records		ndaniel/nnthomas				01/04/10	31/03/11		B5			6	
	Ongoing review and implementation of Retention and Destruction Schedule	ndaniel/ps davies				01/04/10	31/03/11		B5				

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
	Management of European Objective 1 Grant files	ndaniel/ps davies				01/04/10	31/03/11		B5				
	Maintain Intranet for Modern Records	ndaniel/ps davies				01/04/10	31/03/11		B5				
	Maintain accurate inputting of New Modern Records consignments	ndaniel/jaj ohn				01/04/10	31/03/11		B5				
Improve electronic and data management across the Authority		ndaniel/nn thomas				01/04/10	31/03/11		B5	✓		2,3 &6	
	Develop and implement Corporate File plan in accordance with project plan for the Authority	ndaniel/nn thomas				01/04/10	31/03/11		B5				
	Implementation of the Eletronic Records Management Project	ndaniel				01/04/10	31/03/11		B5				
	Develop an electronic data management Policy	ndaniel/nn thomas				01/04/10	31/03/11		B5				
Implementation of the Electronic Data Records Management System Project		ndaniel/sj williams				01/04/10	30/04/11		B5			7	
	Implementation of EDRMS within 5 other Divisions.	ndaniel/sj williams				01/04/10	30/04/11		B5				
	Corporate implementation for correspondence handling	ndaniel/sj williams				01/04/10	30/04/11		B5				
Printer Rationalization Project		ndaniel/sj williams				01/04/10	30/04/11		B5			7	
	Complete printer rationalization in all Authority buildings	ndaniel/sj williams				01/04/10	30/04/11		B5				

Part 3 - Service Improvement Planned in 2010/13

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

Objective 6b	Performance and Improvement Counts												
Main PI (s) & Target:	1.3.2.11a – To improve % of HPP's carried out during the year from 64% in 09/10 to 80% in 10/11												
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 SBP/ IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Helping People Perform, Improvement Agreement Grant, Improvement/Business Plans, Performance Management													
To continue to promote and develop the Helping People Perform process		ndaniel/afl eonard				01/04/10	31/03/11	1.3.2.11a	B5	✓B5-1		1	
	Ensure "Helping People Perform" process is an integral part of the business planning cycle by encouraging and promoting staff involvement in business planning and target setting and linking to business plans and meet liP expectations	ndaniel/afl eonard				01/04/10	31/03/11		B5				
	To identify and promote minimum standards for one to one and group HPP Meetings	ndaniel/afl eonard				01/04/10	30/06/11		B5				
	To continue to promote HPP with publicity campaigns and training initiatives	ndaniel/afl eonard				01/04/10	31/03/11		B5				
	To develop a Helping People Perform Policy	ndaniel/afl eonard				01/04/11	31/03/12		B5				
To continue to ensure that the Improvement Agreement Grant processes are delivered in accordance with guidelines		ndaniel/rn james				01/04/10	31/03/11		B5			1	
	Monitor the end of year progress and evidence for the 09/10 Improvement Agreement Grant	rnjames/ marogers				01/04/10	30/06/10		B5				
	Prepare an Annual Report and negotiate payment of the Improvement Agreement Grant for 09/10	rnjames/ njames				01/04/10	30/09/10		B5				

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
Establish and monitor the Outcome Agreement (Annual Reporting)		rnjames/rnjames				01/04/10	30/03/11		B5				
	To negotiate and finalise the Outcome Agreement with WAG	rnjames/rnjames				01/04/10	30/09/11		B5	✓		1	
	To monitor the Outcome Agreement and report end of year performance	rnjames/marogers				01/04/10	31/03/11		B5				
Ensure we comply with the requirements of the Local Government (Wales) Measure (2009)		ndaniel/rnjames				01/04/10	31/03/11		B5	✓		1	
	Publish the Improvement Plan, outlining Improvement Objectives for 2011/12	ndaniel/rnjames				01/04/10	30/06/11		B5				
	Respond to the Welsh Audit Office corporate assessment of the Improvement Plan	ndaniel/rnjames				01/07/10	30/09/11		B5				
	Monitor the Improvement Plan	ndaniel/rnjames				01/04/10	31/03/11		B5				
	Develop and publish the Council's performance report (reporting results for 2009/10)	ndaniel/rnjames				01/04/10	31/10/11		B5				
	Identify Improvement Objectives for 2012/13	ndaniel/rnjames				01/06/10	31/03/11		B5				
Improve Performance Management and Business processes		ndaniel/rnjames				01/04/10	30/06/11		B5				
	Ensure draft and final business plans are put on the deposit site	rnjames/hedavies				01/04/10	31/03/11		B5				
	Ensure actions from the Peer Review and proposed actions from the Heads of Service workstreams are addressed	ndaniel/rnjames				01/04/10	31/03/11		B5				
	Develop a Performance Management Policy	ndaniel/rnjames				01/04/10	31/03/11		B5				
	Project Planning to be incorporated in the Improvement Plan	ndaniel/rnjames				01/04/10	31/12/11		B5				

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
	Ensure draft and final CEX business plans are prepared for Scrutiny on time	rnjames/ehope				01/04/10	31/03/11		B5				
	Analyse and report on 09/10 outturn data	ndaniel/marogers				01/08/09	31/10/10		B5				
	To encourage participation and contributions from PMP teams to Snapshot and to produce and publish the bulletin quarterly	rnjames/hedavies				01/04/10	31/03/11		B5				
	To encourage participation and contributions from all PMP teams to the Divisional Team Plans and to produce and publish it annually	rnjames/hedavies				01/04/10	30/06/10		B5				
Promote smarter use of PIMS and continue with further development		ndaniel/aflleonard				01/04/10	30/06/11		B5				
	Develop clear PIMS user guidelines	ndaniel/aflleonard				01/04/10	30/06/11		B5				
	Arrange meetings with 3rd tier managers to enhance understanding of PIMS	ndaniel				01/04/10	30/06/11		B5				
	Undertake a promotional campaign which will promote the use of PIMS and a clear understanding of its uses.	ndaniel/aflleonard				01/04/10	30/06/11		B5				
	Ensure all CEX IP Actions and Measures are monitored via pims and encourage monitoring of all Business Plan actions	rnjames/ehope				01/04/10	31/03/11		B5				
	Keep abreast of all developments with regard to Ffynnon	ndaniel/sjwilliams				01/04/10	31/03/11		B5				
	PIMU Internet site. Need to ensure effective communication via Internet/Intranet. New content management system to be introduced will allow us to administer our own site contents	ndaniel/rnjames				01/04/10	31/03/11		B5				

Part 3 - Service Improvement Planned in 2010/13

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

Objective 3a (6)c	Performance and Improvement Counts												
Main PI (s) & Target:	No Main PI's - Please see Table 5a												
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 SBP/ IP? 2010/11	Free for Dept Tag eg Joint Review Action?	Mag 7 Improvement Type	WAG 19 Strategic Outcomes
Consultancy, Scrutiny, Risk Assessment, Reviews													
Develop and implement revised risk assessment guidance, process and templates in line with the requirements of the new Local Government Measure (2009)		jowen/car eynolds				01/04/10	31/10/10		B5	✓		1	
	Undertake risk assessment processes for 2010 to inform business plans and budget setting process for 2011 - 14	jowen/car eynolds				01/05/10	31/10/10		B5				
Develop the role of the Scrutiny function to allow it to effectively support the Council's improvement and efficiency agendas		jowen/bad olan				01/04/10	31/06/10		B5	✓ B3-3		1	
	Further develop Forward Work Programme guidance and process	jowen/bad olan				01/04/10	31/06/10		B5				
	Further develop the use of informal budget briefing sessions to enhance the rold of scrutiny within the budget process	jowen/bad olan				01/09/10	31/12/10		B5				
	Complete and implement findings of Chairs and Vice Chairs review of performance monitoring reports to Scrutiny Committees	jowen/bad olan				31/03/10	30/09/10		B5				

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
	Introduce process and guidance as part of the authority's response to new Crime and Disorder legislation	jowen/badolan				31/03/10	31/03/11		B5				
Provide effective support to the Scrutiny task and finish group process		jowen				01/04/10	31/03/11		B5				
	Complete and report on Policy and Resources Scrutiny Committee Task and Finish Group: Sickness Absence	jowen				01/04/10	31/10/11		B5				
	Complete and report on Health and Social Care Scrutiny Task and Finish Group; Accommodation Strategy for Older People	jowen/carwynolds				01/04/10	31/08/10		B5				
Develop arrangements to allow for effective scrutiny of the Local Service Board		jowen				01/04/10	31/03/11		B5	✓		1	
	Further develop relationship between Health and Social Care Scrutiny Committee and the Community Health Council	jowen				01/04/10	31/10/11		B5				
	Further strengthen scrutiny monitoring of Community Strategy and Local Service Board projects	jowen/badolan				01/04/10	31/03/11		B5				
Further develop skills and knowledge of Scrutiny Members		jowen/badolan				01/04/09	30/09/09		B5				
	Development and implementation of scrutiny member development programme for 2010/11	jowen/badolan				01/07/10	31/03/11		B5				
Use internal and external communication tools to increase awareness and understanding of the scrutiny function.		jowen/badolan				01/04/09	30/10/09		B5				

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
	Raise profile of work/outcomes of Swcrutiny Committees and Task & Finish groups via Community News	jowen/badolan				01/04/10	31/03/11		B5				
Further develop support mechanisms t assist with driving organisational change		jowen/carwynolds				01/04/10	31/03/11		B5	✓		1	
	Ensure that the section continues to provide effective levels of support to key corporate groups eg Heads of Services meetings and efficiency workstreams	jowen/carwynolds				01/04/10	31/03/11		B5				
	Coordinate review of back office functions within County Hall and Spilman Street	jowen/rjjenkins				01/01/10	31/03/10		B5				
	Coordinate HR/Payroll Shared Services Project	jowen/carwynolds				01/04/10	30/11/10		B5				
	Provide Consultancy support to assist with the implementation of the Peer Review actions within PMP	jowen/carwynolds				01/04/10	30/06/10		B5				
Further improve effectiveness of support provided to organisational reviews		jowen				01/04/10	30/09/10		B5				
	Further develop procedures and protocols to support organisational change and restructuring exercises	jowen				01/04/10	30/09/11		B5				

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 t Type
a. Helping Staff to Perform - all staff to have an opportunity to discuss their performance and how they can be helped to improve.											
Ensuring staff receive a 'Helping People to Perform' meeting with their line manager								1.3.2.11b			
	Continue to develop the roles of staff through regular team meetings, HPP conversations										
	Promote the use of PIMS Reports during HPP meetings										
	Ensure HPP Returns are completed and provided within time limits										
	Ensure staff receive ongoing training in their relevant work areas, linked to HPP and Training Needs Analysis							1.3.4.11a			
b. Communications - to ensure effective internal communication. Including staff conferences, team meetings and newsletters.											
	Ensure telephones are answered quickly										
	Address any problems that may arise regarding telephone answering through team meetings										
	Continue to contribute to Newsletters (ie Snapshot and CEXpress)										
Team and B business Unit Meetings to be held on a regular basis	Actions arising to be noted and referred up and down as necessary										
c. Collaboration Partnership Working (Working within Making the Connections Framework) to engage other Councils and local agencies to consider working together to maximise resources, reduce duplication and generate savings											
Cross refer to table 2c											
d. Priority Based Budgeting - Working to identify more efficient ways of providing services/reducing costs											
See Table 4b											
e. Marketing the Council - working proactively to ensure a flow of stories and initiatives.											
To ensure the Improvement /Business Plans are easily accessible to the public and contain information that is relevant to the people of Carmarthenshire											

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
	Try to ensure the Questionnaires in the back of Improvement Plans are completed and sent back more frequently										
	Arrange Surveys to ensure that we are providing the right kind of information to the public										
f. Customer Focus - working to identify and ensure poor customer care is addressed and improved.											
Improve customer care throughout the service											
	Attendance at Customer Care Action Planning meetings										
	Undertake customer consultaton										
g. Performance -continued improvement of service PI's overall - action taken to address falling or failing performance.											
See Tables 3 and 5											
h. Human Resources - Workforce Planning - Managing Sickness. Workforce plans to be developed.											
Managing Sickness Absence								CHR/02			
	Provide managers with information to enable them to provide quarterly sickness absence reports and allow Return to Work Interviews to be							1.3.2.16			
i. Energy - Proposals to reduce energy(and water) consumption in buildings, vehicles and in policies etc.											
	Continue to support Green Team initiatives										

PART 4 - Use of Resources

3 YEAR REVENUE BUDGETS

Table 4a												
Net 2008-09		Approved Budget 2009-10				Outlook 2010-11				Outlook 2011-12		
5	Business Support	414	-402	12		381	-402	-21		387	-402	-15
61	Personnel Management	1,702	-1,659	43		1,725	-1,661	64		1,741	-1,664	77
29	Strategic HR	328	-297	31		312	-297	15		318	-297	21
-3	Corporate Consultancy	381	-429	-48		388	-430	-42		393	-430	-37
67	Corporate Training	426	-361	65		375	-361	14		381	-361	20
31	Performance Management	737	-709	28		716	-710	6		724	-710	14
-16	Fitness for Work	630	-642	-12		642	-644	-2		651	-647	4
	Job Evaluation - Administration Account	196	-197	-1		198	-197	1		199	-197	2
-46	Departmental Translation	345	-383	-38		357	-383	-26		366	-383	-17
0	Independent Safeguard Authority	0	0	0		510	0	510		0	0	0
128	Occupational Health/ Health & Safety	132	0	132		135	0	135		137	0	137
254	Total People Management & Performance	5,291	-5,079	212		5,739	-5,085	654		5,297	-5,091	206

Table 4b - Savings & Efficiencies

2010-2011				
	Year 1	Year 2	Year 3	Notes on
Cost Centre Description	2010-2011	2011-2012	2012-2013	Changes
People Management and Performance				
Business Services		-40,000		Restructuring
Corporate Training		-58,000		Review of training provision on-going
Performance Management	-10,000	-33,000		This area is subject to a HOS workstream that will look at potential corporate savings, however, a target saving of £10k is proposed in year 1 with further restructuring in Year 2
HR/Payroll	-20,000	-25,000		Resourcelink again is a HOS workstream, but there is potential to deliver economies of scale through a HR/Payroll Shared Service, (£90k already given up in previous year), and through Web Recruitment, and the realignment of the Recruitment Team.
Personnel management	-10,000			Reduced hours for some staff
Total	-40,000	-156,000		

Table 5a – People Management and Performance Divisional Business Plan

Our Key Measures of success - 2008/09 results, 2009/10 actual 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				210/11	11/12	12/13					
		Our Result	Welsh Best Quartile	Welsh Median	How we compare to Wales ★ to ★★★★★	Target	Actual	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 1: Attracting, Promoting and Retaining People																	
Main Indicator(s)																	
CHR/001	The percentage of employees including teachers and school based staff who leave the employment of the local authority, whether on a voluntary or involuntary basis (C)	6.18	6.57	8.86	****	6.40	5.07	☺	▲	6.40	✗	TBC	TBC	S	B5	6	SF19
The reduction in employees through efficiencies is likely to have more effect in the coming year which is why the target for 10/11 is not set to improve. Generally low turnover is an ongoing situation.																	
Secondary Indicator(s)																	
1.3.2.10	Percentage of 16-24 years olds within the authority (L)	New PI	Not Applicable		6.02	5.62	☺	New PI	5.80	✓	TBC	TBC		B5	1	SF19	
Although this measure is off target, there has been an increase of 16-24 years olds within the Authority. The target has also been set to improve against the 09/10 result, because there are two schemes currently in place supporting young people in the workplace, even though these schemes are only for 6 months. The target also takes in to account the number of employees who may agree to leave the Authority on efficiency grounds who are over 55. However, the current economic climate will limit the normal opportunities for 16-24 years old to continue working with the Authority after their traineeship ends.																	
1.3.2.28	EMPLOYEE TURNOVER The percentage of employees (excluding employees under the delegated budgets of schools) who leave the employment of the local authority, whether on a voluntary or involuntary basis (L)	6.04	Not Applicable		5.89	4.89	☺	▲	5.89	✗	TBC	TBC		B5	1	SF19	
The reduction in employees through efficiencies is likely to have a major effect during the year 2010/2011. However generally turnover is low																	
Objective 2 : Valuing Diversity																	
1.3.2.4	The percentage of senior management posts filled by women. (L)	8.8	Not Applicable		12.1	11.9	☺	▲	11.9	✗	TBC	TBC	S	B5	4	SF19	
Improvement of this measure is slow as it is dependant on Heads of Service (HoS) turnover and variations in the number of HoS posts in the structure. It is not foreseen that there will be any recruitment to HoS posts in 2010/11 and if a post were to become vacant this will likely be filled by acting up arrangements rather than a replacement, especially during the current economic climate. Therefore it is not anticipated there will be any room for improvement of this measure in the next financial year.																	
1.3.4.4	The percentage of local authority employees from minority ethnic communities (L)	0.47	0.83	0.47	***	0.57	0.52	☺	▲	0.64	✓	TBC	TBC	S	B5	4	SF19
An employees declaration of ethnicity is voluntary. Individuals are encouraged to declare during the recruitment process and annually through data verification exercises.																	

1.3.4.5	The percentage of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 1995. (L)	1.42	1.80	1.24	***	1.64	1.86	☺	▲	1.90	✓	TBC	TBC	S	B5	4	SF19
Secondary Indicator(s)																	
1.3.2.8	Editing of Welsh material provided by departments as a % of total output of the Translation Unit (L)	1.47	Not Applicable			2.00	2.28	☺	▲	2.30	✓	TBC	TBC		B5	4	SF19
1.3.2.9	% of work carried out by external translators as a % of total output of the Translation Unit (L)	23.27	Not Applicable			20.00	17.65	☺	▲	23.00	*	TBC	TBC		B5	4	SF19
	Staff absence due to maternity leave in 2010/11 will impact on the Unit's performance in this area We will continue to maximise our use of the translation memory system and internal resources and encourage clients to plan their translation work more effectively.																
2.2.3.3	% of translation work delivered within the timescale agreed with client on receipt of request (L)	98.30	Not Applicable			99.00	98.74	☺	▲	99.00	✓	TBC	TBC		B5	4	SF19
Performance in this area continues to be high and has only just missed the target																	
Objective 3: Developing our People and the Organisation																	
Main Indicator(s)																	
1.3.3.10	Percentage of MAs leaving the apprenticeship programme within CCC, who achieve a positive outcome (L)	100	Not Applicable			100	80	☺	▼	100	✓	TBC	TBC	S	B5	1	SF19
Although every effort is made to enable MAs to achieve a positive outcome a small number may leave the scheme for personal reasons over which the employer has no control. Every effort made via good people management to support MAs to continue with the scheme wherever possible.																	
Objective 5: Fitness for Work and Providing a Safe Workplace																	
Main Indicator(s)																	
CHR/002	The number of working days/ shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. (C) CMT	11.7	10.6	11.4	**	11.0	11.1	☺	▲	10.8	✓	TBC	TBC	K	B5	1 & 6	SF19
An improved result on last year, however the measure is still just off target. The improved management of stress, with proactive tools to help identify the stressors and also Human Resources and Occupational Health staff who support managers and employees through earlier intervention and rehabilitation have helped improve results. The introduction of Cognitive Behavioural Therapy within Occupational Health has also seen positive results. A task and finish group has been set up, which will recommend future actions to help improve the management of sickness absence and there will be a further roll out of the stress programme and continuation of Cognitive Behavioural Therapy.																	
Secondary Indicator(s)																	
1.3.2.16	% Return to work interviews conducted (L)	53.41	Not Applicable			55.00	56.14	☺	▲	58.00	✓	TBC	TBC		B5	1 & 6	SF19
1.3.2.18a	a) The number of major injuries to local authority employees reported to the Health and Safety Executive per 1,000 local authority employees (L)	0.89	Not Applicable			0.00	0.88	☺	▲	0.00	✓	TBC	TBC		B5	1 & 6	SF19
	In order to help improve the results for this measure, the authority is developing a new accident/incident system, which will allow managers to input data at source, accident details will be verified by 2nd line managers. More ownership and responsibility will be placed locally. Patterns/trends and reoccurrence can be seen at a local level, managers can be supported by the Health and Safety Advisors in developing safe systems of work and procedures to minimise and eliminate risks.																
1.3.2.18b	b) The number of over-three-day injuries to local authority employees reported to the Health and Safety Executive per 1,000 local authority employees. (L)	2.44	Not Applicable			2.21	3.18	☺	▼	4.00	*	TBC	TBC		B5	1 & 6	SF19
	In order to help improve the results for this measure, the authority is developing a new accident/incident system, which will allow managers to input data at source, accident details will be verified by 2nd line manager. More ownership and responsibility will be placed locally. Patterns/trends and reoccurrence can be seen at a local level, managers can be supported by the Health and Safety Advisors in developing safe systems of work and procedures to minimise and eliminate risks																

Objectives 6a,b,c: Performance and Improvement Counts																
Main Indicator(s)																
1.3.2.11a	% Appraisals carried out during the year (not including half year reviews) (L) CMT	62	Not Applicable	80	64	☹	▲	80	✓	80	TBC	K	B5	1	SF19	
	Whilst the result for office based staff is pleasing there are a few service areas that have been highlighted as possible areas of concern – namely, Admin & Legal, Governance & Inclusion, Planning & SCH&H Director's Office. Within non-office based service areas, where there are the large volumes of staff, potential areas of concern include Older People, Mental Health and Business & Specialist Services – though it should be noted that within Social Care, Health & Housing they do have formal supervision where all staff are seen on a regular individual basis.															
2.1.1.17	% of Freedom of Information Act request responded to in 20 working days (L) CMT	93.20	Not Applicable	94.00	94.29	☹	▲	94.00	×	TBC	TBC	K	B5	1	SF19	
	Whilst it is a statutory requirement to respond to all requests under FOIA within 20 working days, given the increased volume of requests received and the resources available a target of 94% represents a realistic and achievable percentage															
Secondary Indicator(s)																
1.3.2.11b	% Direct Report (3rd Tier) Managers Appraisals carried out during the year (L)	97	Not Applicable	100	100	☹	▲	100	×	TBC	TBC	×	B5	1	SF19	
1.3.2.21	% of scrutiny agendas despatched to Democratic Services within target time (L)	60	Not Applicable	62	61	☹	▲	63	✓	TBC	TBC	×	B5	7	SF19	
	The target was not met during 09/10 and it is hoped that continued reminders to departmental co-ordinators/report authors of the need to meet target submission dates will help this measure improve.															
1.3.2.25	% attendance at scrutiny meetings and site visits (L)	82	Not Applicable	85	76	☹	▼	85	✓	TBC	TBC	×	B5	7	SF19	
	Result is off target which is a concern given the emphasis placed on this at Chairs and Vice Chairs forum. However, bad weather may have affected attendance at some meetings and site visits. The matter will be discussed further at the Chairs and Vice Chairs forum.															
1.3.2.26	% attendance at scrutiny development sessions (L)	59	Not Applicable	65	68	☹	▲	70	✓	TBC	TBC	×	B5	7	SF19	
1.3.2.27	The number of hits on the Consultancy sections Scrutiny Homepage (Welsh and English) on the Authority's website. (L)	4902	Not Applicable	5000	TBC	TBC	TBC	21000	TBC	TBC	TBC	×	B5	7	SF19	
	There has been a problem with the software which is used to obtain the information for the PI. The IT Department are installing new software and we should be able to have results and targets set shortly.															
2.1.1.18	Number of appeals to the Information Commissioner under the Act (L)	5	Not Applicable	0	5	☹	▼	0	✓	TBC	TBC	×	B5	1	SF19	
	5 appeals were received during 09/10. Careful consideration of requests to ensure that the application of any exemption is correct and sustainable, in consultation with Legal services and with reference to ICO guidance and decision notices. Robust defence of cases where information has been refused, particularly where the original decision was upheld at internal appeal. More thorough and exhaustive searches of records.															
2.1.1.19	Number of appeals resulting in the Council being compelled by the Commissioner to release information that had been withheld (L)	0	Not Applicable	0	0	☹	▼	0	×	TBC	TBC	×	B5	1	SF19	
1.3.2.32	Satisfaction with the level of support provided by the Scrutiny Support Officers (Chairs and Vice) MI															
1.3.2.33	The % of Scrutiny Task and Finish Group recommendations accepted by the Executive Board MI															
1.3.2.6	Early retirements as a % of the total workforce MI															

Table 5b – People Management and Performance 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)	Dept Result	Target	Dept Actual Result	Target Met ☺ or ☹	Did we improve ▲ or ▼	Target Set	Target Set to improve against result (e) ✓ or ✗	Target Set	Target Set
Divisional Standard Measures (Link to Table 3b)										
a. Helping Staff to Perform										
1.3.2.11 (b)	% of third tier managers appraisals carried out during the year	100%	100%	100%	☺	▼	100%	✗	100%	100%
Please note that the target 100% is that set for the whole Authority										
1.3.2.11 (a)	% Appraisals carried out during the year	98%	80%	93%	☺	▼	80%	✗	80%	80%
Please note that the target 100% is that set for the whole Authority										
b. Internal Communications										
2.2.2.19a	% of direct dialled calls answered within 15 seconds	New PI					80%	New PI	80%	80%
Please note that the target 100% is that set for the whole Authority										
c. Human Resources										
CHR/002	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	8.1 Days	11.0 days	8.8 Days	☺	▼	10.8 Days	✗	TBC	TBC
Please note that the target 100% is that set for the whole Authority										
1.3.2.16	% of Return to Work Interviews conducted	93.70%	55.00%	92.50%	☺	▼	58.00%	✗	TBC	TBC
Please note that the target 100% is that set for the whole Authority										

Table 5c - Measurement Summary

Balanced Suite of Measures ?

Magnificent 7						
Strategic effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
No. of measures used	No. of measures used	No. of measures used	No. of measures used	No. of measures used	No. of measures used	No. of measures used
Objective 1						
CHR/001					✓	
1.3.2.10	✓					
1.3.2.28	✓					
Objective 2						
1.3.2.4			✓			
1.3.4.4			✓			
1.3.4.5			✓			
1.3.2.8			✓			
1.3.2.9			✓			
2.2.3.3			✓			
Objective 3						
1.3.3.10	✓					
Objective 5						
CHR/002	✓				✓	
1.3.2.16	✓				✓	
1.3.2.18a	✓				✓	
1.3.2.18b	✓				✓	
Objective 6						
1.3.2.11a	✓					
2.1.1.17	✓					
1.3.2.11b	✓					
1.3.2.21						✓
1.3.2.25						✓
1.3.2.26						✓
1.3.2.27						✓
1.3.2.30	✓					
2.1.1.18	✓					
2.1.1.19	✓					
Total	13		6		5	4

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

Table 5e - Local Measures discontinued

Any Local Measures to be discontinued by the Service in their Business Plan

Ref. No.	Description	Dept.	Division	Business Unit	Owner (HoS)	Reason for discontinuation
1.2.1.6	Continuous Service Improvement (CSI) against Statutory PIs (L)	CEX	PMP	PIMU	PRT	As this data is available off PIMS at anytime and included in the Improvement Plan as a test, it is not deemed as useful to keep as a PI. Also all of the Scrutiny Reports have an overview showing Continuous Service Improvement of all the relevant PI's not just the Statutory, which is far more useful.
1.3.2.14a	Improvement plan actions on time & to plan (L)	CEX	PMP	PIMU	PRT	Complete Reports come from PIMS and are available at any time. Therefore it is not considered useful to keep this PI
1.3.2.14b	Improvement plan actions against published target	CEX	PMP	PIMU	PRT	Complete Reports come from PIMS and are available at any time. Therefore it is not considered useful to keep this PI
1.3.2.30	Percentage of high risks (AC risks) as a percentage of total risks identified during annual WPI Risk Assessment Exercise (L)	CEX	PMP	Scrutiny and Consultancy	PRT	The WAO no longer do a risk assessment so our usual evidence base is no longer there. While we have our own interpretation of risk, this cannot be used in comparison with previous years, as for other years we have used the WAO results. The purpose of the pi was to show as an authority, that, in the eyes of our regulators, our risk profile was improving. There is no benefit in us using this anymore as the WAO will not be adopting this approach in the future

Key

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

Magnificent 7

		Mag 7 Improve ment Type Code
1 Strategic effectiveness, in terms of:		
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
2 Service quality	improving the quality and/or availability of services;	2
3 Service availability	improving the quality and/or availability of services;	3
4 Fairness	reducing inequality in accessing or benefiting from services, or improving the social wellbeing of disadvantaged groups;	4
5 Sustainability	exercising functions in ways which contribute to sustainable development;	5
6 Efficiency	improving the efficiency of services and functions;	6
7 Innovation	innovation and change which contributes to any of the above objectives.	7

WAG 19 - Strategic Outcomes

Strategic Outcome Code

SF01	A healthy population with a good quality of life
SF02	Quality health and Social Care is readily available
SF03	Our economy is strong and provides good employment opportunities
SF04	Everyone has the skills they need to thrive and contribute to the economy
SF05	Everyone has access to good housing
SF06	People can travel, sustainably, reliably, safely and easily
SF07	People can access good education and training throughout their lives
SF08	People are well educated for life
SF09	Children have the best start in life
SF10	Poverty in Wales is reduced
SF11	Communities are regenerated throughout Wales
SF12	People live in safe, vibrant, inclusive urban and rural communities
SF13	Our natural and historic environment is protected and enhanced and land is used sustainably
SF14	Wales is an energy efficient, low carbon and low waste society
SF15	The Welsh language thrives
SF16	Culture and sport thrive in Wales
SF17	Wales has a positive external reputation
SF18	Public services are citizen centred, effective and value for money
SF19	Our devolved government is effective and accountable, and its role is understood by citizens