

West Wales European Centre Divisional Business Plan & Scorecard 2010/13

Head of Service - Neville Davies



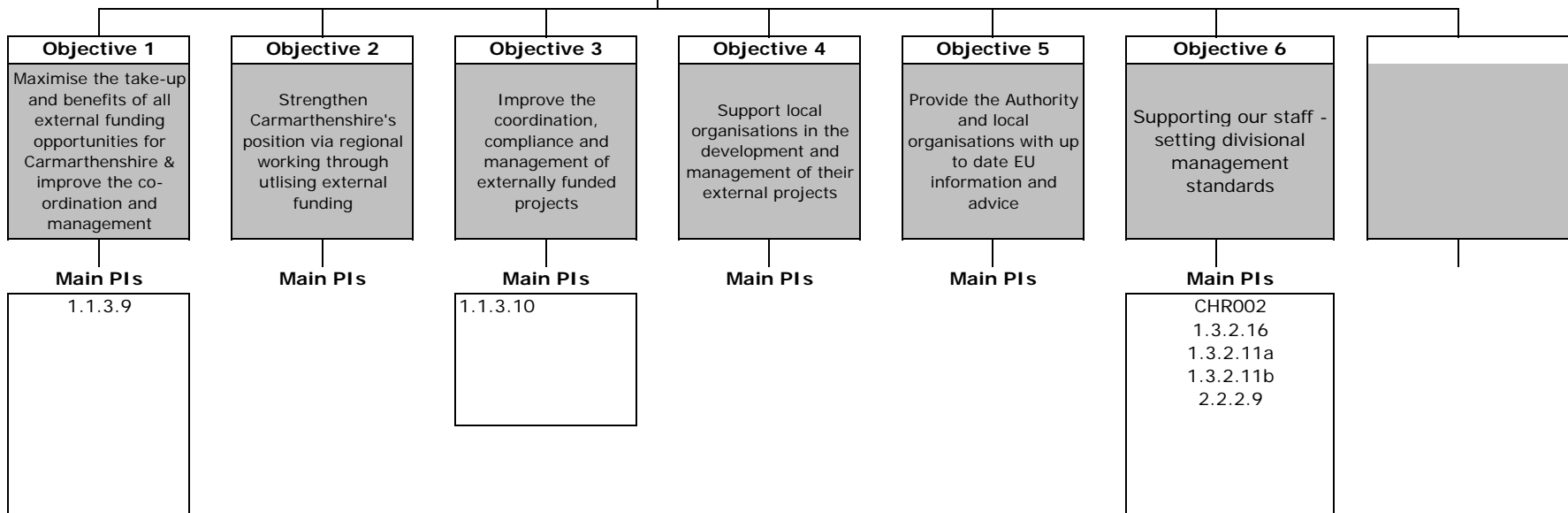
To deliver the Community Plan priorities of:

Maximising External Funding
Supporting Area Regeneration

The objectives below will be pursued:

Gross Budget 2010/11

£739K



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

| | <u>Contents</u> | Re-use | Pre - populated | Hyper link | Update |
|--|---|------------------------------------|-----------------|------------|--------|
| Cover | The Divisional Objectives on a Scorecard | ✓ | | | |
| 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 | Enter your Service Budget and projections over three years. Explain any variation | | ✓ | | |
| 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.

WVEC – Business Plan 2010-2013

Part 1 - The Service in context

Table 1a

Service Facts

| | | |
|-------------------------------|------------------------|--|
| Division | Neville Davies | E-Mail: nevdavies@carmarthenshire.gov.uk |
| Division Head | | For further information please go to www.carmarthenshire.gov.uk/ performance or Telephone: 01267 242359 |
| Executive Board Member | Cllr. Clive Scourfield | |
| Scrutiny Chair | Cllr. Anthony Jones | |

Service Profile

The ultimate aims of the Service are :

- to ensure maximum benefit to local people and local organisations from membership of the European Union
- to ensure that the County council maximises its external funding opportunities and manages the funding effectively and efficiently

These aims will be achieved by the following objectives :

- Maximise the take up and benefits of all external funding opportunities for Carmarthenshire whilst improving the co-ordination and management
- Strengthen Carmarthenshire’s position via regional working opportunities via external funding
- Develop and finance regional and inter-regional networking opportunities
- Support local organisations in the development and management of their external projects
- Provide the authority and local organisations with up to date EU information and advice

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 service primarily supports the following theme in the Community Plan and the Corporate Strategy :

Theme: Investment and Innovation

Sub theme : Maximising External and European Funding

However there are links with the following themes :

- Making Better Use of Resources

A Better Place

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

Internal

Community Plan, Corporate Strategy, Business and Improvement Plans, CCC External Funding Strategy, New Europe New Opportunities Strategy, Regeneration Masterplan, Economic Development Strategy, Customer Focus Action Plan, Welsh Language Strategy, Equalities & Diversity Strategy, Carmarthenshire Unitary Development Plan, Sustainable Development Strategy, Carmarthenshire Connexions Leisure Vision, Climate Change Strategy

External

Convergence Programme 2007-13, Rural Development Plan 2007-13, Wales Spatial Plan, Making the Connections; Wales a Vibrant Economy, Wales Audit Office Regeneration follow-up Inspection, Climbing Higher, Wales Environment Strategy,

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 |
|------------------------|----------------------------|---------------|--|-------------------------------|----------------|
| Regeneration & Leisure | West Wales European Centre | ALL | Uncertainty of the receipt of EU Convergence funding by the Authority | M | 10/Risk/ 134 |
| Regeneration & Leisure | West Wales European Centre | ALL | Failure to successfully complete the closure of current EU Funded programmes (Objective 1) | L | 10/Risk/ 135 |
| Regeneration & Leisure | West Wales European Centre | ALL | Failure for the Authority to comply with the Grant Compliance Requirements | H | 10/Risk/ 136 |
| Regeneration & Leisure | West Wales European Centre | ALL | Failure to be able to Income Generate within the service (WVEC) | M | 10/Risk/ 137 |
| Regeneration & Leisure | West Wales European Centre | ALL | Failure to deliver the 1st phase of Rural Development Plan. | M | 10/Risk/ 138 |






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 overall deemed off target  | % overall on target  | Progress? 75%+= 😊 25-74%= 😐 0-24%= ☹️ |
|---|--|--|---|--|---|
| Maximise the take up and benefits of all external funding opportunities for Carmarthenshire whilst improving the co-ordination and management | 10 | 10 | 100% | 100% | 😊 |
| Secure partnering arrangements with external bodies ensuring continued sustainability of the Centre | 1 | 1 | 100% | 100% | 😊 |
| Maximise the take up and benefits of all external funding opportunities for Carmarthenshire | 5 | 5 | 100% | 100% | 😊 |
| Support local organisations in the development and management of their external projects | 7 | 7 | 100% | 100% | 😊 |
| Overall performance | 23 | 23 | 0 | 100% | 😊 |

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

| Table 2c1 - Customer Consultation | |
|---|---------------------------------|
| | |
| What consultation have you undertaken in the past year? | Any actions in this years plan? |
| NONE | NONE |

Partnership Working - Table 2C2

Filter by service

| Subject Area | Activity Lead Officer Contact Details | Reason for Joint Working | Participating Organisations |
|--------------|---|--|--|
| Regeneration | Rhian Phillips European Programmes Manager MRPhillips@carmarthenshire.gov.uk 01267 242356 | Carmarthenshire Regeneration Partnerhsip | CCC, DELLS, Careers West Wales, Carmarthenshire Community Consortia for Education and Training, DEIN, Regional Tourism Partnership, South West Wales Economic Forum, Private Sector, Community / Voluntary Sector Subgroup of Carmarthenshire Regeneration Partnership |
| Regeneration | Rhian Phillips European Programmes Manager MRPhillips@carmarthenshire.gov.uk 01267 242356 | Objective 1 Group | |
| Regeneration | Rhian Phillips Objective European Programmes Manager MRPhillips@carmarthenshire.gov.uk 01267 242356 | Grup Cefn Gwlad | Subgroup of Carmarthenshire Regeneration Partnership |
| Regeneration | John Wilson Acting Head Community Development JWilson@carmarthenshire.gov.uk 01267 242332 Susan Moore Physical Regeneration Project Manager 01554 742222 SMMoore@carmarthenshire.gov.uk Stuart Walters Acting Physical Regeneration Manager 01269 590241 SWalters@carmarthenshire.gov.uk | Regeration Action Teams | |
| Regeneration | Catherine Jones, CJones@carmarthenshire.gov.uk Progamme Development Officer 01554 772180 | Retaining our Youth | Intenal and external partners |

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 | PI Definition | Dept | Division | 08/09 IP Theme | IAG / CMT for 08/09 | Deleted / Being used for 09/10? (D/Y/N) | Bottom | Bottom to Middle | Middle to Top | Top | Welsh Median |
|--------|---------------|------|----------|----------------|---------------------|---|---|---|--|--|--------------|
| | | | | | | | Bottom  | Bottom to Middle  | Middle to Top  | Top  | Welsh Median |

There are no comparative measures for this Division

Table 2d Annexe

Note Table 2d - shows our results for all Core and Statutory measures

Some of the measures that we have to report are not particularly relevant to or used in Carmarthenshire Business Planning and reasons for this are outlined in Table 5d

You need only comment on those PI's used in this business plan (identified by BP in Column 2)

You must comment on your lower range PI's (Action being taken to address performance needs to be captured in Table 3)

End of Year comments for 2008/09 results could be reused here and prepopulated.

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

| PI Reference / Description | Supporting Comments |
|----------------------------|---------------------|
| NOT APPLICABLE | |
| | |
| | |
| | |
| | |
| | |

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 |
|---|---------------------------|--|---|
| | | | |
| | | | |
| | NOT APPLICABLE | | |
| | | | |
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| | | | |

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

| Objective 1 | | | | | | | | | | | | | | Maximise the take up and benefits of all external funding opportunities for Carmarthenshire whilst improving the co-ordination and management | |
|--|--|----------------------|---------|---------|---------|-------------------|-----------------|-------------------------------|-------------------|-----------------|---|------------------------------|---------------------------|---|--|
| Main PI (s) & Target: | | | | | | | | | | | | | | 1.1.3.9 No. of projects designed and developed. Target 10/11 : 15 | |
| 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 | | |
| Key Action 1 | Leave blank | | | | | | | | | | | | | | |
| Secure a total investment of £60m investment in Carmarthenshire | | ND/HM/RP /EM | x | x | x | 01-Apr-10 | 31-Mar-13 | 1.1.3.9 | IMEF | | | Strategic Effectiveness 1a-d | SF11 | | |
| Key Action 2 | Leave blank | | | | | | | | | | | | | | |
| Initiate, develop and support all new externally funded CCC projects via EU funding opportunities and domestic programmes. | | ND/HM/RP /EM | x | x | x | 01-Apr-10 | 31-Mar-13 | | IMEF | | | Innovation Efficiency | SF11 | | |
| Key Action 3 | Leave blank | | | | | | | | | | | | | | |
| Ensure the appropriate implementation and management arrangements of the Convergence programme and Rural Development Plan at local and sub-regional level | | ND/RP | x | x | x | 01-Apr-10 | 31-Mar-13 | | IMEF | | | Innovation Efficiency | SF11 | | |
| Key Action 4 | Leave blank | | | | | | | | | | | | | | |
| To maintain and further develop the County Council's Corporate External Funding Database (CEFD) via the implementation of Phase 2 and any subsequent phasing | Continuous maintenance, population and upgrading of CEFD | HM | x | x | x | 01-Apr-10 | 31-Mar-13 | | IMEF | | | Strategic Effectiveness | SF11 | | |
| Key Action 5 | Leave blank | | | | | | | | | | | | | | |
| Ensure continued project compliance requirements are realised. | | EM | x | x | x | 01-Apr-10 | 31-Mar-13 | 1.1.3.10 | IMEF | | | Fairness | SF11 | | |

Part 3 - Service Improvement Planned in 2010/13

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

| | | | | | | | | | | | | | |
|--|--|-----------------------------|----------------|----------------|----------------|--------------------------|------------------------|--------------------------------------|--------------------------|------------------------|--|-------------------------------|----------------------------------|
| Objective 2 | Strengthen Carmarthenshire's position via regional working opportunities via external funding | | | | | | | | | | | | |
| Main PI (s) & Target: | | | | | | | | | | | | | |
| 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 |
| Key Action | Leave blank | | | | | | | | | | | | |
| explore areas of opportunity for collaborative working, e.g. via tendering | | HM | x | X | X | 01-Apr-10 | ##### | | | | | Strategic Effectiveness | SF11 |

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

| Objective 3 | Improve the coordination, compliance and management of externally funded projects | | | | | | | | | | | | |
|---|---|----------------------|---------|---------|---------|-------------------|-----------------|-------------------------------|-------------------|-----------------|---|-------------------------|---------------------------|
| Main PI (s) & Target: | 1.1.3.10 Number of Project Officers receiving different components of compliance training 2010/11 - 190 | | | | | | | | | | | | |
| 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 |
| Key Action 1 | Leave blank | | | | | | | | | | | | |
| To maintain and further develop the County Council's Corporate External Funding Database (CEFD) via the implementation of phase 2 | | ND/HM | x | X | X | 01-Apr-10 | 31-Mar-13 | | | | | strategic effectiveness | SF17 |
| Key Action 2 | Leave blank | | | | | | | | | | | | |
| Delivery of 7 key training modules | | ND/HM / EM | x | X | X | 01-Apr-10 | 31-Mar-13 | | | | | strategic effectiveness | SF17 |

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

| | | | | | | | | | | | | | |
|--|--|----------------------|---------|---------|---------|-------------------|-----------------|-------------------------------|-------------------|-----------------|---|------------------------|---------------------------|
| Objective 4 | Support local organisations in the development and management of their external projects | | | | | | | | | | | | |
| Main PI (s) & Target: | | | | | | | | | | | | | |
| 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 |
| Key Action | Leave blank | | | | | | | | | | | | |
| To support local organisations when appropriate in the development of local projects that are seen as critical to the delivery of the Corporate Plan | | HM/EM | X | X | X | 01-Apr-10 | 31-Mar-13 | | | | | Innovation | SF18 |

Part 3 - Service Improvement Planned in 2010/13

Table 3a

What we want to achieve in 2010/11-13

| Objective 5 | Provide the authority and local organisations with up to date EU information and advice | | | | | | | | | | | | |
|---|---|----------------------|---------|---------|---------|-------------------|-----------------|-------------------------------|-------------------|-----------------|---|-------------------------|---------------------------|
| Main PI (s) & Target: | | | | | | | | | | | | | |
| 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 |
| Key Action 1 To deliver an EU information service via the Europe Direct contract | Leave blank | | | | | | | | | | | | |
| | Regular newsletters, updating of website, monthly reports and annual financial report. | RP | x | x | x | 01-Apr-10 | 31-Mar-13 | | | | | Strategic Effectiveness | SF11 |
| | Organise Annual Europe Day event | RP | x | x | x | 01-Apr-09 | 31-Mar-13 | | | | | | |

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 |
| 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 and provide staff with the appropriate support, learning and development in line with the Corporate and Divisional Learning and Development Plans as an integral part of Investors in People (IiP). | | ND | x | x | x | 04/10 | 03/11 | 1.3.2.11b | MSOS | | SF04 |
| Provide staff with the appropriate support, learning and development to allow them to undertake their responsibilities as efficiently and effectively as possible, in line with the Divisional Learning and Development Plan as an integral part of IiP. | | ND | x | x | x | 04/10 | 03/11 | 1.3.4.11a | MSOS | | SF04 |
| b. Communications - to ensure effective internal communication. Including staff conferences, team meetings and newsletters. | | | | | | | | | | | |
| Ensure telephones are answered quickly | Unavailable from corporate centre | ND | x | x | x | 04/10 | 03/11 | 2.2.2.9 | BPCF | | |
| 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. | | | | | | | | | | | |
| Contribute towards the preparation of the bimonthly Departmental Team Brief and Newsletter | | ND | x | x | x | 04/10 | 03/11 | | | | |
| Promote the development and upgrading of the Service's web pages, and encourage publicity on project achievements. | | AM/ND | x | x | x | 04/10 | 03/11 | | | | |

| | | | | | | | | | | | | |
|--|--|-------|---|---|---|-------|-------|----------|------|--|--|------|
| Prepare regular EU newsletters to inform the public. | | AM/ND | x | x | x | 04/10 | 03/11 | | | | | |
| f. Customer Focus - working to identify and ensure poor customer care is addressed and improved. | | | | | | | | | | | | |
| Report and resolve complaints within 10 working days, and follow up as necessary where weaknesses are identified. | | ND | x | x | x | 04/10 | 03/11 | | | | | |
| Respond to FOIA requests on a timely basis and in accordance with Council policy. | | ND | x | x | x | 04/10 | 03/11 | | | | | |
| 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 | Undertake Return to Work interviews and assist staff with any difficulties, problems by encouraging contact with the Council's | ND | x | x | x | 04/10 | 03/11 | CHR2 | MSOS | | | |
| | Support PMP in undertaking and implementing workforce plans for the future delivery of Regeneration and Leisure services | ND | x | x | x | 04/10 | 03/11 | 1.3.2.16 | | | | |
| i. Energy - Proposals to reduce energy(and water) consumption in buildings, vehicles and in policies etc. | | | | | | | | | | | | |
| Encourage staff to plan business journeys more efficiently, and promote car sharing and the use of public transport. | | ND | x | x | x | 04/10 | 03/11 | | | | | SF14 |
| Encourage staff to take ownership for energy saving in buildings. | | ND | x | x | x | 04/10 | 03/11 | | | | | SF14 |
| Encourage staff to promote more sustainable forms of energy in connection with project activities. | | ND | x | x | x | 04/10 | 03/11 | | | | | SF14 |
| j. Asset Management Plan | | | | | | | | | | | | |
| Not Applicable | | | | | | | | | | | | |

a - j = Corporate Objectives for all Services

PART 4 - Use of Resources

Table 4a

3 YEAR REVENUE BUDGETS

£'000's

| 2009-2010 | | | Statutory S/NS/Bot h | 2010-2011 | | | 2011-2012 | | | 2012-2013 | | | |
|------------|-------------|------------|---|-----------|------------|-------------|------------|------------|-------------|------------|------------|-------------|------------|
| Expend' | Income | Net | | Expend' | Income | Net | Expend' | Income | Net | Expend' | Income | Net | |
| £'000 | £'000 | £'000 | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| 0 | 0 | 0 | Technical Assistance | NS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 37 | -37 | 0 | Europe Direct | NS | 37 | -38 | 0 | 38 | -39 | -1 | 38 | -39 | -2 |
| 25 | 0 | 25 | WWEC - Matchfunding earmarked for future schemes | NS | 26 | 0 | 26 | 26 | 0 | 26 | 27 | 0 | 27 |
| 0 | 0 | 0 | SET's Technical Assistance (E) | NS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | RDP Technical Assistance (E) | NS | 0 | 0 | 0 | 1 | 0 | 1 | 2 | 0 | 2 |
| 0 | 0 | 0 | WWEC Consultancy | NS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 229 | -178 | 51 | External Funding | NS | 232 | -192 | 40 | 238 | -205 | 33 | 242 | -218 | 24 |
| 440 | -134 | 306 | West Wales European Centre | NS | 443 | -134 | 310 | 450 | -134 | 317 | 455 | -134 | 322 |
| 732 | -349 | 383 | Centre | | 739 | -363 | 376 | 753 | -377 | 376 | 763 | -391 | 372 |

| Table 4b - Savings & Efficiencies | | | |
|-----------------------------------|----------------------------|-----------|----------------------------------|
| | | 2010-2011 | |
| Costs | Cost Centre Description | £ | Notes on Changes |
| 8355 | West Wales European Centre | -11,000 | Additional Income to be sourced. |
| | Total | -11,000 | |

Table 4c - Capital

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

| Scheme | 2009/10 | | | 2010/11 | | | 2011/12 | | | 2012/13 | | |
|--|------------|----------------------------|-----------------------------|------------|----------------------------|-----------------------------|------------|----------------------------|-----------------------------|---------|----------------------------|-----------------------------|
| | Gross Cost | Potential External Funding | Internal Resources Required | Gross Cost | Potential External Funding | Internal Resources Required | Gross Cost | Potential External Funding | Internal Resources Required | 3 | Potential External Funding | Internal Resources Required |
| | | | | | | | | | | | | |
| Explanation of significant variation | | | | | | | | | | | | |
| Explain any potential external funding Additional revenue consequences (costs or savings) could be outlined | | | | | | | | | | | | |
| NOT APPLICABLE | | | | | | | | | | | | |

Table 5a – WVEC 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 |
| | | 2008/09 | | | | 2009/10 | | | | 2010/11 | | 11/12 | 12/13 | | | | |
| PI REF | Definition (If abbreviated see full definition on footnote below) | Our Result | Welsh Best Quartile | Welsh Median | How we compare to Wales ★ to ★★★★★ | Target | Projected 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: Maximise the take up and benefits of all external funding opportunities for Carmarthenshire | | | | | | | | | | | | | | | | | |
| Main Indicator(s) | | | | | | | | | | | | | | | | | |
| 1.1.3.10 | Number of Project Officers receiving different components of compliance training (L) | | Not Applicable | | | 85 | 210 | yes | n/a | 190 | NO | tba | tba | S | ILMD | 1A-E | SF11 |
| 1.1.3.9 | Number of projects designed and developed (L) | 22 | Not Applicable | | | 22 | 22 | yes | n/a | 15 | NO | tba | tba | K | ILMD | 1A-E | SF11 |

| Table 5b – WVEC 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 |
| 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% | 80% | 100% | Yes | No | 100% | No | 100% | 100% |
| 1.3.2.11(a) | % Appraisals carried out during the year | 100% | 100% | 100% | Yes | No | 100% | No | 100% | 100% |
| b. Internal Communications | | | | | | | | | | |
| 2.2.2.9 | % calls answered within 14 second target | | 80.00% | | | | | | | |
| | NOT AVAILABLE | | | | | | | | | |
| c. Human Resources | | | | | | | | | | |
| CHR 2 | The number of working days/shifts per Full Time Equivalent lost due to sickness absence. | | 11.0 days | | TBA | TBA | TBA | TBA | TBA | TBA |
| 1.3.2.16 | % of Return to Work Interviews conducted | 100% | 100% | 100% | Yes | No | 100% | No | 100% | 100% |
| d. Service Asset Mangement Plans | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |

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 | 2 | | | 1 | | | 2 |
| Objective 2 | 1 | | | | | | |
| Objective 3 | 2 | | | | | | 1 |
| Objective 4 | | | | | | | 1 |
| Objective 5 | 1 | | | | | | |
| Total | 6 | | | 1 | | | 4 |

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 |
|--------------|------------------------------|----------------|-------|----------|---------------|-------------|--------------------|
| | | NOT APPLICABLE | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
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| | | | | | | | |
| | | | | | | | |

The WLGA expect all of the above Standard (Core) Measures to be reported, but this does not mean that they have to be included in the Business Plans.

Key

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

Magnificant 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 |