

Report to: Overview and Scrutiny Co-ordinating Committee

Date: 17 August 2009

Subject: Chief Executive Services Performance Plan (2009-12)

Report of: Deputy Chief Executive

Contact officer: Rachel Robinson 2473

Purpose / summary: This report presents the Chief Executive Services Performance Plan 2009-12.

Alternative options considered and reason for selecting the one recommended:

Recommendation / decision: The Chief Executive Services Performance Plan for 2009-12 is presented for information.

Key Decision: This report does not involve a key decision.

Risks / Implications:

Financial:	There are no additional implications arising from this report.
Staffing:	
Policy:	
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	No - the Performance Plan makes reference to individual strategies, policies and plans designed to address Wigan's priorities, which are required to have assessments completed.
Wards affected:	None

Property Implications – Does the proposal involve a reduction, addition or change to the Council's asset base or its occupation?

No

If yes, have the property implications been agreed with the Corporate Property Officer?

Does this proposal have significant implications for the Council and the local

population?

Not of its own. The Chief Executive's Performance Plan makes reference to individual strategies, policies and plans designed to address Wigan's priorities.

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?

No.

Has the Service Director - Borough Solicitor confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? **Yes**

Has the Service Director - Corporate Services confirmed that any expenditure referred to within this report is consistent with the Council's budget? **Yes**

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **No**

* delete which applicable

For Cabinet reports only :

Categorisation of the report:	X
Discussion leading to a decision	
Monitoring	
Sharing for corporate understanding	

	X
Discussion	
Decision	
Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
	17 August 2009		

List of Background Papers in accordance with Section 100D of the Local Government Act 1972:

Title of document	Which meeting did it go to?	Date of meeting	Copy available from?
Vision 2026 - Community Strategy			http://www.wigan.gov.uk/Services/CommunityLiving/Partnerships/
Corporate Strategy	Overview & Scrutiny	17 August 2009	

Proper Officer Sue Johnson

Date Deputy Chief Executive

Background:

1. Wigan has developed its approach to service planning over several years. A review during 2008 identified a need to refine this approach further, ensuring that there is a clear linkage between Performance (service) Plans, the Corporate Strategy, the borough's Community Strategy (Vision 2026) and the Local Area Agreement. A consistent approach to the development of Performance Plans has therefore been adopted to provide clear strategic direction throughout the organisation.
2. Performance Plans have been developed by each department for the period 2009-12, with delivery plans for 2009-10. The plans describe both Priority Service Objectives and Organisational Effectiveness Objectives. Priority Service Objectives reflect the overarching service delivery activities for the department (the things that we provide for our community, or internal clients), whilst Organisational Effectiveness Objectives describe the actions that we need to take internally to deliver our service objectives, by ensuring that we have the right capacity and capability in terms of finances, people and facilities. Key performance targets have been identified to assist with the assessment of progress against the plan.
3. The delivery plan details the specific workstreams and projects that will enable us to deliver against each of the objectives. This includes who is responsible for the action, along with key milestones and performance targets.
4. Chief Executive Services have identified the following priority service objectives for the period 2009-12:
 - Lead and support a new approach to customer centric service delivery
 - Enhance and protect the reputation of Wigan
 - Lead the development and delivery of initiatives to achieve the Council's vision for organisational capacity and capability
 - Lead and support partnership development for stronger communities
 - Lead the development and delivery of strategic initiatives to achieve the Council's vision for improvement and efficiency
5. To support the performance management and scrutiny process, quarterly reports detailing progress against the Chief Executive Services Performance Plan will be prepared for the Overview and Scrutiny Co-ordinating Committee.

Proposals:

Members of the Overview and Scrutiny Co-ordinating Committee are recommended to note the Chief Executive Services Performance Plan for the period 2009-12 and proposals for quarterly review.

Alternative options considered and reason for the recommended option:

None considered, the proposals are made as recommended best practice.

Conclusions:

The Chief Executive Services Performance Plan is designed to provide a clear overview of the key priorities for the department, detailing both how they contribute to the wider Council vision and how they will be delivered at the front line. It is an integral element of our performance management framework and as such supports us to manage the organisation effectively.

Chief Executive Services

Performance Plan 2009-12

Purpose

Our role is to lead and support transformational change and improvement, helping to develop approaches that are customer centric and intelligence led that ensure the consistent delivery of good quality public services. We aim to develop a culture that sustains change and improvement, and embeds pace, momentum and urgency. As part of our purpose we will develop the leadership capability of the organisation, supporting the political Executive and wider Council in their partnership and community leadership roles.

Objectives

Our priority service objectives are:

Priority	Rationale	Outcomes
1. Lead and support a new approach to customer centric service delivery	<ul style="list-style-type: none">• Profiled customers help the organisation target and learn from needs better• Personalised customer service• Queries resolved first time• Channels appropriate to needs• Facilities close to contact• Administrative and operational buildings fit for purpose• Professional and consistent delivery• Motivated employees	<ul style="list-style-type: none">• Profiled customers help the organisation target and learn from needs better• Personalised customer service• Queries resolved first time• Channels appropriate to needs• Facilities close to contact• Administrative and operational buildings fit for purpose• Professional and consistent delivery• Motivated employees
2. Enhance and protect the reputation of Wigan	<ul style="list-style-type: none">• Mature, positive dialogue with local press• Satisfaction with and experience of the Council are aligned• Realise 'One Council'• Pride in working for the Council• Modelling behaviour• National reputation	<ul style="list-style-type: none">• Mature, positive dialogue with local press• Satisfaction with and experience of the Council are aligned• Realise 'One Council'• Pride in working for the Council• Modelling behaviour• National reputation
3. Lead development and delivery of initiatives to achieve the Council's vision for organisational capacity and capability	<ul style="list-style-type: none">• Individuals understand their roles and their contribution to organisational success• Capability, capacity and succession planning is consistent and leaves no legacy issues	<ul style="list-style-type: none">• Individuals understand their roles and their contribution to organisational success• Capability, capacity and succession planning is consistent and leaves

Priority	Rationale	Outcomes
	<ul style="list-style-type: none"> Leadership is seen as a strength Council role as employer meets and responds to needs of diverse communities 	<ul style="list-style-type: none"> no legacy issues Leadership is seen as a strength Council role as employer meets and responds to needs of diverse communities
4. Lead and support partnership development for stronger communities	<ul style="list-style-type: none"> Effective LSP – seen as being a driver for local priorities Partners work together Effective voice at locality level Third sector recognised and valued Thematic partnerships effective at driving improvement 	<ul style="list-style-type: none"> Effective LSP – seen as being a driver for local priorities Partners work together Effective voice at locality level Third sector recognised and valued Thematic partnerships effective at driving improvement
5. Lead the development and delivery of strategic initiatives to achieve the Council's vision for improvement and efficiency	<ul style="list-style-type: none"> Sustainable financial strategy is implemented Clear programme with defined impact Service delivery reflects local priorities Collaborative and shared services are the norm Comprehensive joint strategic needs assessment for Wigan which informs service provision/joint commissioning 	<ul style="list-style-type: none"> Sustainable financial strategy is implemented Clear programme with defined impact Service delivery reflects local priorities Collaborative and shared services is the norm Comprehensive needs assessment undertaken leading to service improvement and intelligence lead service commissioning.

Our organisational effectiveness objectives support delivery of service objectives by ensuring we have the right capacity and capability in terms of finances, people and facilities.

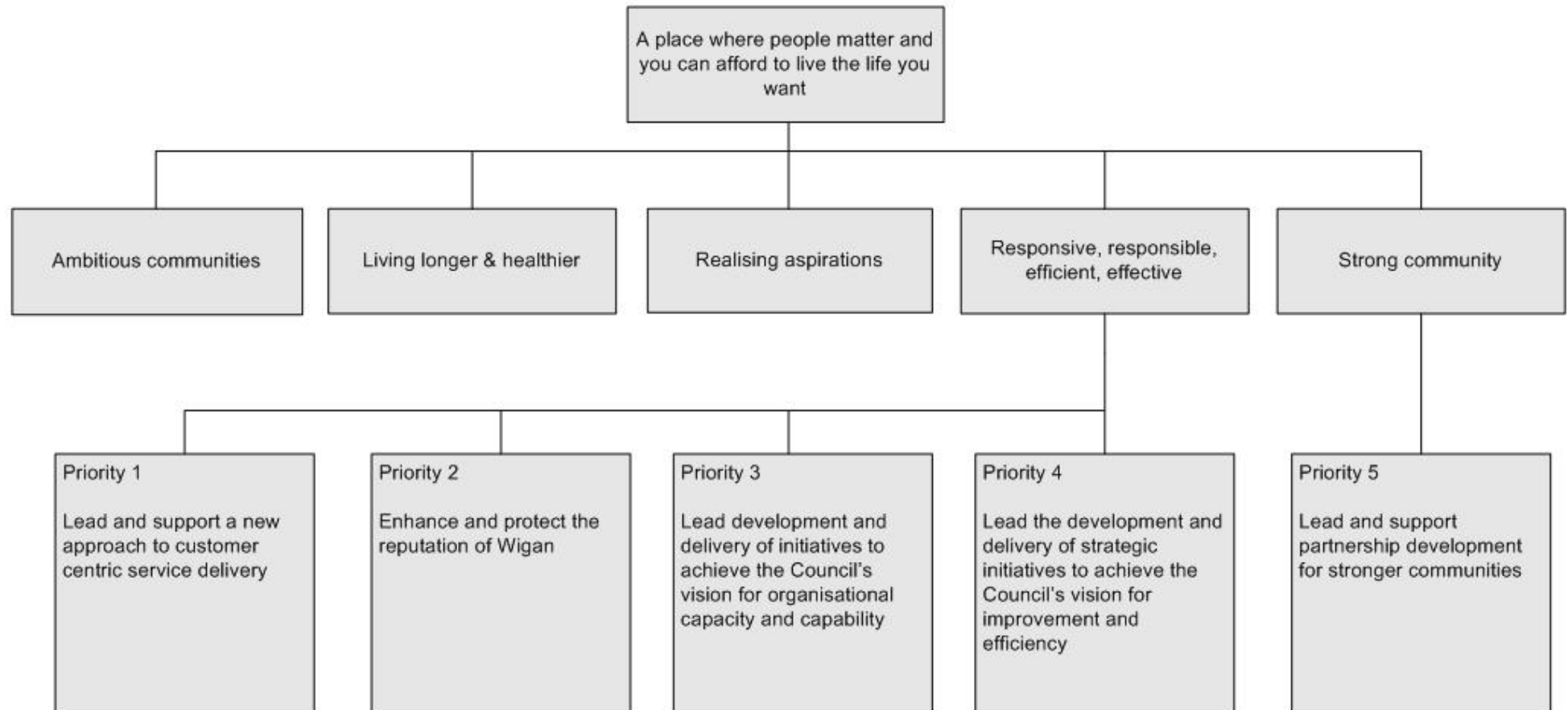
Our organisational effectiveness objectives are:

Priority	Rationale	KPI
1. Develop a 'customer first' culture across the Council and equip staff to respond to customer demand and expectation	Develop a consistent approach to customer service	"Customer Service Excellence" accreditation achieved
2. Enable and support the culture change necessary to deliver the transformation agenda	Create an environment which enables all members of the workforce, to strive for improvement in all aspects of service delivery	% overall employees who think that Wigan Council manages change well
3. Improve employee morale and deploy effective staff engagement and communication	Ensure a motivated workforce, working collaboratively, focused on key priorities for our customers	% overall employee satisfaction with Wigan Council as an employer

Priority	Rationale	KPI
4. Understand training and development needs to enhance the capability of the service	Develop a competent, capable workforce, to provide quality services and ensure our workforce challenges are met in the most effective way	% of staff who had their training needs reviewed annually via an EDR % of staff who state that any actions agreed at EDR usually take place
5. Support the development of organisational capacity and capability, ensuring that succession planning leaves no legacy issues	Ensure a competent, capable workforce, to ensure our workforce challenges are met in the most effective way	% of employees who would recommend working for Wigan Council to someone else - Would/Might % overall employee satisfaction with Wigan Council as an employer
6. Enhance and develop information systems and data warehousing to improve business intelligence	Intelligence lead decision making and strategic commissioning. Effectively targeted improvement initiatives.	Positive effect upon all service and internal organisational KPI's

Strategic links

We support achievement of Wigan's strategic priorities by:



Key performance targets

Our key performance targets:

Measure	Responsibility	Actual	Targets		
		2008-09	2009-10	2010-11	2011-12
Priority Service Objectives					
LAA Indicators					
NI 1 % of people who believe people from different backgrounds get on well together in their local area	Service Director (Business Transformation)	69%	70%	72%	-
NI 4 % of people who feel they can influence decisions in their locality	Deputy Chief Executive	23%	-	26.35%	-
NI 7 Environment for a thriving third sector	Service Director (Business Transformation)	16.6%	-	22.3%	-
Other key National Indicators					
NI 3 Civic Participation	Deputy Chief Executive	9.5%	TBC	-	-
NI 14 Avoidable Contact	Head of Customer Services	24.3%	19%	-	-
NI 5 Satisfaction with local area	Deputy Chief Executive	71.7%	TBC	-	-
Key Local Indicators					
Satisfaction with complaint handling	Head of Customer Services	-	Baseline Year	-	-
Satisfaction with front line customer service	Head of Customer Services	-	Baseline Year	-	-
% First point resolution	Head of Customer Services	-	Baseline Year (80%)	-	-
% efficiency savings from customer channel management	Head of Customer Services	-	Baseline Year	-	-
% of employees who would recommend working for Wigan Council	Head of Organisational Development	61%	-	65%	65%
% of employees who would tell others about how good our services are	Head of Organisational Development	70%	-	72%	-
% overall employee satisfaction with Wigan Council as an employer	Head of Organisational Development	76%	-	79%	-
% overall satisfaction with leadership and direction of the Council	Head of Organisational Development	62%	-	65%	-
% satisfaction with training opportunities provided at work	Head of Organisational Development	67%	-	77%	-

Measure	Responsibility	Actual	Targets		
		2008-09	2009-10	2010-11	2011-12
DLA Piper – No. of training days per employee p.a	Head of Organisational Development	0.52	TBC	-	-
% overall employees who think that Wigan Council manages change well	Head of Organisational Development	46%	-	55%	-
% of staff who had their training needs reviewed annually via an EDR	Head of Organisational Development	70%	-	80%	-
% of staff who state that any actions agreed at EDR usually take place		62%	-	70%	-
% of partner agencies that take up training / learning opportunities	Head of Organisational Development	-	Baseline year	-	-
LAA Achievement - % rated green/amber against target	Head of Business Transformation	81% (interim figure)	90%	-	-
% of voluntary organisations that receive long-term funding	Head of Business Transformation	-	Baseline year	-	-
Deliver departmental efficiency savings amounting to 3% (including reinvestment in growth areas)	Head of Business Transformation	-	Baseline year	-	-
NI 52i Take up of school lunches (primary)	Strategic Manager – Metrofresh	39.43	40	40	40
NI 52ii Take up of school lunches (secondary)		46.90	45	45	45
Organisational Effectiveness					
Employee turnover (%)					
Days lost to sickness (%)					
Employee overall satisfaction with Wigan Council as an employer (%)	Head of Organisational Development	76%	-	79%	-
Expenditure variance from budget (%)					
Efficiency savings (£)					
Employees (FTE)					

Our Delivery Plan for 2009-10

Priority Service Objectives

We will deliver our priority service objectives through clear plans that identify specific workstreams, projects and actions:

Lead and support a new approach to customer centric service delivery					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Implement Customer Access Strategy	By completing identified actions in strategy	Head of Customer Services	<p>March 2010: Achieve stage 1 – audit, governance, performance standards</p> <p>March 2011: Achieve stage 2 – competency framework, collaboration, gap analysis</p> <p>March 2012: Achieve stage 3 – accreditation, customer focus embedded</p>	Achievement of key tasks in relevant project plans	
Audit, and gap analysis, of current approach to customer services across Council		Head of Customer Services	Audit complete and project plan to achieve associated recommendations – Sep 09	Project plan in place and signed off	To be identified
Establish common approach to collection, and use, of customer insight data.	Identify current practice. Identify most appropriate tools for collection of data and toolkit for use. (Link to regional and national projects).	Head of Customer Services	Decision made on tools to collect data – April 09	Customer insight data available and in use.	Mosaic - £11,000
Achieve corporate accreditation to Customer Service Excellence Standard.	Internally audit all Council services against standard. Develop project plan to achieve accreditation and	Head of Customer Services	<p>Audit complete – Aug 09</p> <p>Project plan – Oct 09</p>	Accreditation achieved	

	identify project leads for each service area.		Accreditation 2010/11		
Common approach to collection, and use, of customer feedback established.	Identify current methods for collection and use of satisfaction data. Establish common tools for collection of feedback. Establish regular reporting mechanism.	Head of Customer Services	Complaints procedure launched – April 09 Govmetric implemented – April/May 09 Reporting structures in place – April 09	Tools and approach in place. Feedback being reported, and corporate “learning” process is established.	Govmetric: £17, 395 implementation, £11,695 annual
Corporate customer service training programme developed and implemented.	Identify training needs to enable staff to develop skills to meet the Council's aspirations.	Head of Customer Services	Training provider identified – April 09. Pilot training programme implemented – June 09 Evaluation of programme – Oct 09	Training in place and evaluated.	To be confirmed – tender process
Wigan Joint Services Centre PFI Project	Development and progression of the PFI Procurement Programme to deliver the Joint Services PFI scheme	PFI Project Director	June 09 Financial close achieved signifying completion of contract negotiation and commencement on site August 2010 opening of “Healthy Living Zone” Dec 2011 opening of “Information and learning zone”	Successful delivery of the project directives in terms of programme and cost objectives Delivery of improvements to customer service and access to leisure facilities	Largely funded via credits from HM Treasury

2. Enhance and protect the reputation of Wigan

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Improve the Council website	Redesign the website homepage to make it more user friendly and relevant. Establish a new online “what’s on”	Head of Customer Services	August 09	Homepage relaunched – feedback from users. “What’s on” guide	

	<p>guide in partnership with Leisure & Culture Trust.</p> <p>Review all content and establish new structure with focus on customer needs.</p> <p>Develop more online services.</p>		<p>SOCTIM review - Dec 09</p> <p>Award of status – Mar 10</p>	<p>launched.</p> <p>Site achieves “transactional” status in SOCITM review.</p>	
<p>Introduce OneCom suite of products</p>	<p>Develop and introduce OneCom suite of products to support organisational change and improve communications across the Council</p>	<p>Media and Communications Manager</p>	<p>August 09</p> <p>Roll out of products complete including:</p> <ul style="list-style-type: none"> • staff magazine • staff enews • core brief • Senior managers conference • online forum • staff forum • daily news bulletin • Staff recognition and suggestion schemes 	<p>Monitor effectiveness through staff survey and through bespoke feedback surveys and focus groups</p>	<p>Organisational Development / Learning and Development Budget and unified Media and Communications budget</p>
<p>Improve management of media relations</p>	<p>Develop partnership approach to media relations encouraging positive coverage and relationships with key media commentators</p> <p>Establish citizenship awards in partnership with media</p>	<p>Media and Communications Manager</p>	<p>April 2010</p> <p>August to October 2009</p>	<p>Monitor media for coverage and identify key messages from press releases through Newsflash software</p> <p>Focus group activity</p> <p>Citizenship awards run through Wigan Observer (Local Democracy Week for final)</p>	<p>Media and Communications budget</p>
<p>Develop better co-ordination for Council’s marketing and advertising spend</p>	<p>Identify and Map current spend on marketing across the council and develop corporate support</p>	<p>Media and Communications Manager</p>	<p>April 2010</p>	<p>3% efficiency savings on councils marketing spend achieved</p>	<p>Media and Communications budget and departmental</p>

	<p>mechanisms to improve value for money and better co-ordination</p> <p>Establish corporate Communications stakeholder group</p> <p>Develop list of preferred suppliers in conjunction with procurement team</p>		<p>April 2009</p> <p>August 2009</p>	<p>Number of editions of borough life increased from 4 to 6 in year one</p> <p>Reduced number of external suppliers and better value for money</p>	marketing and print budgets
Roll out WiganLife partnership brand	In partnership with public and voluntary sectors launch and roll out WiganLife brand to enhance and improve the reputation of Wigan	Media and Communications Manager	<p>April 2009 – launch free swimming</p> <p>April 2009 – announce funding for JSC</p> <p>September 2009 – gateways to the borough (more project milestones to be added throughout the year)</p>	<p>Focus group to establish brand recognition and feedback</p> <p>Analyse take up data of key projects (eg Free swimming)</p>	To be identified
Develop Wigan Council brand	<p>Continue to co-ordinate design and sign off of Council publicity and information in line with corporate style guide</p> <p>Expand the role of the graphics service to provide effective in-house design for key corporate products</p> <p>Redesign corporate leaflet template to reflect modern council image</p>	Media and Communications Manager	<p>April 2010</p> <p>June 2009 – roll out new leaflet template</p> <p>September 2009 – bring One Wigan design in house</p>	Reduced cost of corporate publications complying with corporate brand	Existing budgets

3. Lead development and delivery of initiatives to achieve the Council's vision for organisational capacity and capability

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Implement OD Strategy	<p>Develop unified L & D service</p> <p>Implement LG Competencies Framework</p>	Head of Organisational Development	<p>Fully implemented December 2009</p> <p>April 2010 Final phase implementation</p> <p>June 2009 -</p>	Employee Survey Measures / Organisational Development performance toolkit	Organisational Development / Learning & Development Budget

	Develop strategy for improving the quality of workforce data and implement		December 2009		
	Develop and implement Leadership and Management Development Programme		June 2009 – March 2010		
	Develop Recognition Strategy		June 2010		

4. Lead and support partnership development for stronger communities

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
Support the delivery of an effective LSP	Evaluate impact of new governance frameworks	Head of Service Business Transformation	Document post peer review – Feb 2010	Self assessment / Perception measures	Business Transformation Team resource
	Develop a more effective information policy and advisory function for the LSP and its management/delivery boards	Head of Service Business Transformation	Option appraisal for LSP development – June 09 Implementation – Jan 2010		Business Transformation Team resource
	Evaluate the impact of the new community network structure and make recommendations for longer term development	Head of Service Business Transformation	Interim review – Jan 2010	LSP leads – perception baseline Community Network reps appointed to LSP partnerships	Business Transformation Team resource
	Work programme established with LSMG leads to ensure all thematic partnerships deliver a robust, performance management, strategic planning and commissioning framework that demonstrates improved outcomes for residents	Head of Service Business Transformation	Align with LA performance project milestones August 09		Business Transformation Team resource
Facilitate the development of effective locality governance	Implement the recommendations of Democratic Services review of	Service Director Business	New terms of reference – July 09		Business Transformation Team resource

	Township working. Include alignment of LSP structures with new constitutional model for council.	Transformation	Township reps to LSP Board Sept 09		
Lead the development of a thriving 3 rd Sector	Delivery of 3 rd Sector Action Plan. This includes information, commissioning, funding, COMPACT and capacity development.	Service Director Business Transformation	Implementation of Trading Capacity programme – Sept 09 Local joint training for commissioning – Oct 09	NI 7 - Environment for a thriving third sector	Business Transformation Team resource
Develop effective mechanisms for citizen engagement and influence local and national standards	Deliver Routes to Involvement (R2I) action plan Support delivery of LINKs	Head of Service Business Transformation	Review contract with provider agency – June 09	Achievement of contracted KPI regime	Business Transformation Team resource
Establish “spokes” in local communities.	Work with local agencies, and community representatives, to develop a “one stop shop” approach to a range of public services within local communities. Use customer insight data to identify priority areas.	Head of Customer Services	Marsh Green, Stage 1 – Summer 09 Leigh, Stage 1 – Autumn 09	Achievement of key tasks and outcomes from relevant project plans.	
Develop “shared service” principles with 3 rd sector partners	Develop 3 rd sector “hubs and pods” programme to pilot shared service approach	Head of Service Business Transformation	Pilot scheme in Wigan Centre – Oct 09 Review to LSP – Jan 2010 Implementation of phase 2 to commence Feb 2010	Efficiency gains for host and tenant organisations Occupancy levels Perception measures	Business Transformation Team resource

5. Lead the development and delivery of strategic initiatives to achieve the Council’s vision for improvement and efficiency

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Co-ordinate and drive forward Wigan Council’s participation within the Greater Manchester	Support service departments in establishing projects to deliver Wigan’s commitment to the GMCEP	Corporate Procurement Manager	In accordance with the AGMA Collaborative Services Group GMCEP	Successful delivery of the project objectives	Service department resources

Collaborative Efficiency Plan	work streams and monitor progress		timetable (10 workstreams with varying timescales)		
Oversee the participation of Wigan Council within the AGMA Value for Money Group	Identify projects and best practice that can be undertaken that will generate efficiency savings	Corporate Procurement Manager	Incorporated in individual project plans and in accordance with the AGMA programme (varying timescales)	Contribution to the Corporate Efficiency Targets	Team resource and relevant Service Departments
Promote and deliver the Corporate Procurement Strategy	<p>Deliver the Key Priorities within the Corporate Procurement strategy including:</p> <p>Transparent open and accountable practices that are compliant with local, national and EU requirements</p> <p>Contribute to the councils savings targets</p> <p>Seek opportunities for collaboration</p> <p>Stimulate the local economy and encourage small and medium sized businesses to apply for council contracts</p> <p>Promote the attainment of social, environmental and community benefit through our procurement processes</p> <p>Work with the voluntary and community sector to compete effectively for Public sector contracts</p>	Corporate Procurement Manager	Progress reporting included in Annual Procurement Report presented to BMG (October 2009)	Contribution to the Corporate Efficiency Targets	Team resource and relevant Service Departments
Prepare Corporate Improvement and Efficiency Strategy	Lead the project team to develop strategy and process to implement	Corporate Procurement Manager	October 09	Approved Strategy	Corporate Procurement Manager and Project team
Develop Corporate Strategic Commissioning framework	Draft Corporate Strategic Commissioning framework and implementation plan	Corporate Procurement Manager	December 2009	Approved Framework and Implementation Plan	Corporate Procurement Manager
Review and implement a new	Develop and deploy business/	Head of Service	2009/10 Performance	2009/10 financial year –	Team resources and

<p>Performance Management Framework for the local authority and LSP</p>	<p>service planning approach</p> <p>Develop corporate improvement programme to capture and manage improvement actions across organisation</p> <p>Assess reporting needs of key stakeholders.</p> <p>Review data collection processes and mechanisms to ensure data quality</p> <p>Integrate performance reporting for service priorities with organisational effectiveness</p> <p>Implement processes to ensure performance data is owned and accounted for</p> <p>Engage the LSP in developing a common reporting framework</p> <p>Review supporting IT systems</p>	<p>– Business Transformation</p>	<p>Planning Launch – Sept 09</p> <p>July 09 – New framework in operation for Quarter 1 reporting</p> <p>October 09 – Partnership approach agreed</p> <p>December 09 – Supporting systems reviewed</p>	<p>90% LAA red/amber against targets</p> <p>Improvement actions delivered to plan</p>	<p>departmental Performance Leads</p>
<p>Design and facilitate a series of fundamental reviews to deliver service improvements and efficiency savings</p>	<p>Transformation based on reinvesting efficiency savings in better public services</p> <p>Step-change in thinking and action to accelerate our transformation</p> <p>Combine use of innovative solutions developed locally, and using best practice examples developed elsewhere</p> <p>Expectations that continuous improvement and minimum savings targets will be delivered consistently</p> <p>Develop the capability and capacity to deliver these expectations</p>	<p>Head of Service – Business Transformation</p>	<p>April – May 2009 – FDR financial and performance analysis</p> <p>May – June 2009 – agree FDR priorities</p> <p>July 2009 – FDR priority reviews launch</p> <p>July 2009 – diagnostic phase 1 – analysis</p> <p>September 2009 – FDR priority reviews initial findings</p> <p>October 2009 – diagnostic phase 2 – opportunities</p> <p>October 2009 – FDR</p>	<p>FDR – minimum 4% efficiency savings 2009-11 annually</p> <p>Diagnostic – 6-7% efficiency savings and headcount reductions</p>	<p>Team and seconded resources</p> <p>Project board and team</p> <p>PWC and 4Ps</p>

			priority reviews – business case December 2009 – diagnostic phase 3 – case for change		
Comprehensive joint strategic needs assessment undertaken for Wigan which informs service provision/joint commissioning	Comprehensive needs assessment undertaken leading to service improvement and intelligence lead service commissioning.	Service Director Customer Transformation	Project milestones currently being developed.	Discreet products from project produced	Project at mandate stage – to be determined
Oversee and implement Wigan’s approach to Project Management	Develop and gain commitment to programme and project management standards Facilitate development of programme board and governance structure Develop and deploy training to support delivery of agreed standards and governance model	Head of Service – Business Transformation	May 2009 – BMG agreement for standards, governance model, and training framework June to August 2009 – rationalise project register, align with programme boards, identify training requirements July to September 2009 – facilitate Programme Board development July 2009 – roll-out new training approach October 2009 – training exams March 2010 – review approach	April 2009 – project management maturity model assessment	Team resources Programme boards Project management team Virtual Programme Office

Organisational Effectiveness Objectives

Our organisational effectiveness objectives support delivery of our priority service objectives. They help us ensure that we manage and develop our people to ensure they are supported and have the right skills and experience to deliver great public services. They help us to identify how we can work more effectively to deliver the things that matter to our communities, by maximising efficiency and releasing resources for reinvestment. They help us deliver our commitments for equality and diversity in the way we deliver public services and as an employer. We will deliver our organisational effectiveness objectives through clear plans that identify specific workstreams, projects and actions:

Organisational Effectiveness Objective 1 – Develop a “customer first” culture across the Council and equip staff to respond to customer demand and expectation					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Establish “customer first” culture	Complete review of all front line services to identify customer touch points and their effectiveness.	Head of Customer Services	June / July 2009-05-07	Review completed and plan in place to develop more efficient ways of delivering front line services.	
	Establish consistent approach to customer service training across the council.	Head of Customer Services	Launch training Aug/Sep 2009	Corporate training programme in place and linked to front line improvements.	
	Achieve “Customer Service Excellence” accreditation.	Head of Customer Service	Being audited June 2009 Achieve accreditation 2011	Accreditation is in place.	
Use customer feedback data more effectively to drive improvements	Establish govmetric satisfaction tool across front line services.	Head of Customer Services	July 2009	Govmetric tool providing data on service satisfaction and improvements being driven by this.	

	Embed new approach to complaint handling – use data to drive improvements across all services.	Head of Customer Services	April –June 2009	Complaint data providing insight into where customers want improvement – actions being taken.	
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Organisational Effectiveness Objective 2 - Enable and support the culture change necessary to deliver the transformation agenda

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Enable and support the culture change necessary to deliver the transformation agenda	<p>Develop a range of learning & development interventions which enables all members of the workforce to strive for improvement in service delivery and enables the organisation to manage change more effectively, working collaboratively on a regional basis wherever possible, to maximise resources</p> <p>Ensure the effective evaluation of interventions to ensure VFM and QA of outcomes</p> <p>Work with ICT colleagues to review ICT Strategy to enable the needs of customers</p>	<p>Head of Organisational Development</p> <p>Head of Organisational Development</p> <p>Head of Organisational Development</p>	April 2010	<p>Employee Survey - % of employees who feel that Wigan Council manages change well</p> <p>Staff Engagement forums</p> <p>Project Governance arrangements - % of projects delivered to schedule</p>	Learning & Development Budget

Organisational Effectiveness Objective 3 - Improve employee morale and deploy effective staff engagement and communication					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Improve employee morale and deploy effective staff engagement and communication	Ensure a motivated workforce, working collaboratively, focused on key priorities for our customers	Head of Organisational Development Head of People Services Head of Customer Services	Health Wellbeing Champions network launched – July 2009 Strategy developed – December 2009 Review of all policies and procedures to reflect changes in organisational priorities / culture Staff Suggestion Scheme launched	% overall employee satisfaction with Wigan Council	Organisational Development Budget £100k

Organisational Effectiveness Objective 4 - Understand training and development needs to enhance the capability of the service					
Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Understand training and development needs to enhance the capability of the service	Effective systems for Quality Assurance / analysis of EDR's and developing strategic approach Effective customer engagement to ensure that interventions meet organisational priorities Effective evaluation Quality Assurance of interventions to ensure VFM & collaborative working to maximise efficiencies	Team Manager Learning & Development Service	April 2009 - April 2010	% of staff who had their training needs reviewed annually via an EDR % of staff who state that any actions agreed at EDR usually take place	Learning & Development Budgets

Organisational Effectiveness Objective 5 – Support the development of organisational capacity and capability, ensuring that succession planning leaves no legacy issues

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Support the development of organisational capacity and capability, ensuring that succession planning leaves no legacy issues	<p>Develop strategy for improving the quality of workforce data, to enable the development of effective learning and development, customer workforce development and planning strategies</p> <p>Develop Talent Management Strategy</p> <p>Engage with key partners on a regional basis to enable the development of innovative solutions to workforce challenges</p>	<p>Team Manager Learning & Development Service</p> <p>Head of Organisational Development</p>	<p>May 2009 – April 2010</p> <p>April 2010</p> <p>April 2009 - 2010</p>	<p>% of employees who would recommend working for Wigan Council to someone else - Would/Might</p> <p>% overall employee satisfaction with Wigan Council as an employer</p>	Learning & Development Budgets

Organisational Effectiveness Objective 6 - Enhance and develop information systems and data warehousing to improve business intelligence

Workstream/Project	Action	Responsibility	Milestones	Performance Target	Funded by
What	How	Who	When	How measured	Cost/sources of funding
Comprehensive joint strategic needs assessment project	The project will enable intelligence lead decision making and strategic commissioning, plus more effectively targeted improvement initiatives	Business Intelligence Manager	To be determined as project develops	<p>Product from project achieved</p> <p>Positive effect upon all service and internal organisational KPI's</p>	To be determined as project develops