

Report to: Overview and Scrutiny Co-ordinating Committee

Date: 17 August 2009

Subject: Chief Executive Services Performance Plan (2009-12) – Quarter 1 Report

Report of: Deputy Chief Executive

Contact officer: Rachel Robinson 2473

Purpose / summary: This report presents progress against the Chief Executive Services Performance Plan 2009-12 at quarter 1.

Alternative options considered and reason for selecting the one recommended:

Recommendation / decision: The Chief Executive Services Performance Plan quarter 1 report 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		X
Discussion leading to a decision		Discussion	
Monitoring		Decision	
Sharing for corporate understanding		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. This report illustrates progress as at quarter 1 (1st April to 30th June 2009) against the key tasks and performance indicators within the Chief Executive Services Performance Plan.
2. The plan details both the Priority Service Objectives and Organisational Effectiveness Objectives that the department is seeking to achieve in support of the Council's vision and Community Strategy. Priority Service Objectives reflect the overarching service delivery activities for the department (the things that we provide for our community or internal clients). 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.
3. The performance indicators that we have identified allow us to measure our level of success in achieving these objectives. Progress against the workstreams / projects detailed within the plan provides an overview of how we are performing against the key actions that we need to complete to enable us to deliver on our objectives.

Proposals:

The Chief Executive Services Performance Plan Quarter 1 Report is presented for information.

Alternative options considered and reason for the recommended option:

None considered.

Conclusions:

The Chief Executive Services Performance Plan Quarter 1 Report is designed to provide a clear overview of progress against the key priorities for the department. 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

Quarter 1 Monitoring (2009/10)

1. Introduction

This report seeks to provide an overview of progress as at the end of quarter 1 (2009/10), against those workstreams and performance indicators within the Chief Executive Services Performance Plan.

2. Summary of Performance

The Chief Executive Services Performance Plan is made up of both Priority Service Objectives and Organisational Effectiveness Objectives, which have been identified through our planning process. Priority Service Objectives reflect the overarching service delivery activities for the department, which will support the achievement of the Council's vision, whilst Organisational Effectiveness Objectives assist the delivery of our priorities, by ensuring that we have the right capacity and capability in terms of finances, people and facilities.

Tables 1 and 2 provide a summary of progress at quarter 1 against the key workstreams/actions within our performance plan, split by Priority Service Objectives and Organisational Effectiveness Objectives.

Table 1: Summary of progress against workstreams/actions within the Priority Service Objectives

Number of Actions	% Completed	% On-track	% Behind Schedule
	*	●	▲
37	0%	81% (30)	19% (7)

Table 2: Summary of progress against workstreams/actions within the Organisational Effectiveness Objectives

Number of Actions	% Completed	% On-track	% Behind Schedule
	*	●	▲
12	0%	83% (10)	17% (2)

Tables 4 and 5 at the end of this report detail progress against each of the actions in the performance plan and incorporate comments on performance to date.

3. Key Performance Indicators

This section of the report details the key performance indicators used by Chief Executive Services to monitor and manage performance. The table below illustrates past performance against these indicators, future targets and, where available, progress as at quarter 1.

It is important to note that at present a significant proportion of the indicators within this performance plan cannot be monitored on a quarterly basis, as they stem from bi-annual surveys (such as the Place Survey), or new data collections that are currently being embedded. To enable us to obtain a gauge as to progress against the indicators obtained from the bi-annual surveys, work is underway to identify alternative sources of information, which will provide 'proxy' measures.

The grid below provides an interpretation of the symbols used to demonstrate performance against targets.

Key:

Performance against our targets





-  On track and/or delivered
-  Off target, but an improvement plan is in place
-  Off target, with no improvement planned, or an improvement plan is in place, but the target is unlikely to be achieved
-  Data not available

Table 3: Performance against key performance indicators at quarter 1

Measure	Responsibility	Actual	National Average	Targets			Quarter 1 Actual Performance Against Target	Comment on Performance
		2008-09	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%	75%	70%	72%	-		Data obtained via bi-annual Place Survey. Work is currently underway to identify options for obtaining proxy data for these indicators through the PACT process, in time for quarter 3 monitoring.
NI 4 % of people who feel they can influence decisions in their locality	Deputy Chief Executive	23%	29%	-	26.35%	-		
NI 7 Environment for a thriving third sector	Service Director (Business Transformation)	16.6%	16.5%	-	22.3%	-		
Other key National Indicators								
NI 3 Civic Participation	Deputy Chief Executive	9.5%	14.0%	-	-	-		Data obtained via bi-annual Place Survey. Work is currently underway to identify options for obtaining proxy data for these indicators through the PACT process, in time for quarter 3 monitoring.
NI 14 Avoidable Contact	Head of Customer Services	24.3%	24.7%	19%	-	-	25.6% ●	Data to be monitored by department as part of the new performance management framework.
NI 5 Satisfaction with local area	Deputy Chief Executive	71.7%	77.8%	-	-	-		Data obtained via bi-annual Place Survey. Work is currently underway to identify options for obtaining proxy data for these indicators through the PACT process, in time for quarter 3

Measure	Responsibility	Actual	National Average	Targets			Quarter 1 Actual	Comment on Performance
		2008-09	2008-09	2009-10	2010-11	2011-12	Performance Against Target	
								monitoring.
Key Local Indicators								
Satisfaction with complaint handling	Head of Customer Services	-	-	Baseline Year	-	-		Data collection processes are currently being implemented for these indicators. It is anticipated that they will be in place by March 2010.
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%		Data obtained from bi-annual Employee Survey. Work is currently underway to plan a series of focus groups and/or tailored questionnaires to obtain proxy data during 2009/10.
% 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%	-		
% overall employees who think that Wigan Council manages change	Head of Organisational	46%	-	-	55%	-		

Measure	Responsibility	Actual	National Average	Targets			Quarter 1 Actual	Comment on Performance
		2008-09	2008-09	2009-10	2010-11	2011-12	Performance Against Target	
well	Development							
% of staff who had their training needs reviewed annually via an EDR	Head of Organisational Development	70%	-	-	80%	-		Data obtained from bi-annual Employee Survey. Work is currently underway to plan a series of focus groups and/or tailored questionnaires to obtain proxy data during 2009/10.
% of staff who state that any actions agreed at EDR usually take place		62%	-	-	70%	-		
No. of training days per employee p.a (DLA Piper)	Head of Organisational Development	0.52	-	-	-	-		Data collection processes for these indicators are currently being refined to ensure the provision of robust data on a quarterly basis.
% 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 subject to change)	-	90%	-	-		Quarterly performance against this indicator will be provided following the collation of quarter 1 LAA indicators.
% of voluntary organisations that receive long-term funding	Head of Business Transformation	-	-	Baseline year	-	-		This measure forms part of a collection of indicators that are currently being considered by Wigan's Third Sector Liaison Committee to enable the provision of 'proxy' data for NI 7 (noted above).
Deliver departmental efficiency savings amounting to 3% (including reinvestment in growth areas)	Head of Business Transformation	-	-	Baseline year	-	-		Mid-year data will be available for this indicator at quarter 2.
NI 52i Take up of school lunches (primary)	Strategic Manager – Metrofresh	39.43%	43.54% (07/08)	40%	40%	40%	35.56% (in calculating this indicator, estimates have	Quarter one actual take-up is behind target for both primary and secondary sectors. However, both primary and high school actuals are

Measure	Responsibility	Actual	National Average	Targets			Quarter 1 Actual	Comment on Performance
		2008-09	2008-09	2009-10	2010-11	2011-12	Performance Against Target	
							<p>been applied for 18 of the 105 primaries)</p> <p>●</p>	<p>higher than the same period last year. Seasonal influences such as packed lunches have an impact at the back end of quarter one - this is a trend year on year.</p> <p>Actions to improve performance include targeted intervention work on low uptake schools; targeted promotion on Free School Meals in conjunction with the benefits agency and customer service and continued promotions and theme day activity to improve uptake.</p>
NI 52ii Take up of school lunches (secondary)		46.90%	35.93% (07/08)	45%	45%	45%	<p>●</p> <p>41.46%</p>	

4. Progress against Departmental Tasks

Tables 4 and 5 provide a breakdown of progress as at quarter 1 against each of the workstreams/actions within the Chief Executive Services Performance Plan, split by Priority Service Objectives and Organisational Effectiveness Objectives.

The grid below provides an interpretation of the key symbols used within the monitoring templates.

Key:

- * - Completed (workstream/project, or action complete)
- - On Track (work on track and achieving)
- ▲ - Poor (behind schedule or not achieving)
- ? - Unknown

Table 4: Progress against individual workstreams/actions within the priority service objectives

1. Lead and support a new approach to customer centric service delivery								
Workstream/Project	Action	Responsibility	Milestones	Achievements to Date: Has the milestone been reached? Provide Evidence: What has been the impact of the task to date?	Judgement of Progress			
					*	●	▲	?
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>	Strategy has been published and action plan in place – related to the Customer Transformation Programme.		●		
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	Analysis will be linked to Diagnostic Toolkit data gathering due for completion September 09.		●		
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	CACI Insite tool purchased and 2 training days held with core group. Wigan has been one of 3 lead Authorities to take forward joint work on insight as “proof of concept” – targeted take up work now taking			▲	

				place & results due in Autumn. Insight work to be accelerated via Customer Transformation programme.				
Achieve corporate accreditation to Customer Service Excellence Standard.	Internally audit all Council services against standard. Develop project plan to achieve accreditation and identify project leads for each service area.	Head of Customer Services	Audit complete – Aug 09 Project plan – Oct 09 Accreditation 2010/11	Lead Officer has been identified as part of Customer Transformation team. Audit will be completed in parallel with diagnostic toolkit timescales.		●		
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	Complaints procedure has been published and promoted in Borough Life, however database has been delayed and is due for completion July 09. Govmetric is due for launch July 09 – supplier implementation timescale & some delays in getting take up data from Council systems.			▲	
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	OD lead has been identified within Customer Transformation programme to take this work forward. Providers have been identified but final decision to be made and implementation begun.			▲	
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"	Financial close was achieved on 25 th June and an agreed commencement date for site works of Monday 29 th June 2009 was confirmed.		●		

2. Enhance and protect the reputation of Wigan								
Workstream/Project	Action	Responsibility	Milestones	Achievements to Date: Has the milestone been reached? Provide Evidence: What has been the impact of the task to date?	Judgement of Progress			
					*	●	▲	?
Improve the Council website	<p>Redesign the website homepage to make it more user friendly and relevant.</p> <p>Establish a new online "what's on" 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>	Head of Customer Services	<p>August 09</p> <p>SOCTIM review - Dec 09</p> <p>Award of status – Mar 10</p>	Workplan for website needs to be revised in line with requirements of new Media & Comms structure and AGMA recommendations around online services. This to be progressed as part of Customer Transformation programme.			▲	
Introduce OneCom suite of products	Develop and introduce OneCom suite of products to support organisational change and improve communications across the Council	Media and Communications Manager	<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 	The onecom suite of products was launched early 2009 with a number of products now in place. The staff suggestion scheme will be the next product launched and an employee panel is being set up. A dedicated internet page for onecom is being worked on by IT.		●		
Improve management of	Develop partnership approach to	Media and	April 2010	Established/cemented links with key				

media relations	media relations encouraging positive coverage and relationships with key media commentators Establish citizenship awards in partnership with media	Communications Manager	August to October 2009	<p>personnel in various council departments. Working towards comms plans/strategies for specific areas.</p> <p>Service Level Agreements being finalised.</p> <p>New public relations officers in two key areas awaiting appointment.</p> <p>Plans for the multi-agency Wigan Life awards are at an advanced stage. The awards will be launched in Autumn 2009.</p>	●	●		
Develop better co-ordination for Council's marketing and advertising spend	<p>Identify and Map current spend on marketing across the council and develop corporate support 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>	Media and Communications Manager	<p>April 2010</p> <p>April 2009</p> <p>August 2009</p>	<p>Work is ongoing and should be completed by the end of 2009.</p> <p>We hope to advertise an advertising executive post in the very near future i.e. August 2009.</p> <p>The communications stakeholder group is up and running, and meets quarterly.</p> <p>Development of a list of preferred suppliers is in progress.</p>			▲	
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</p> <p>(more project milestones to be added throughout the year)</p>	The Wigan Life brand is being rolled out throughout 2009/10 and will gather momentum in the coming months: September (2009) – March (2010).	●			

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>	<p>Design brief template developed and available to download from the intranet.</p> <p>New referencing system being developed for signoffs: August – September.</p> <p>One Wigan designed in-house September 2009.</p> <p>Corporate leaflet template now redesigned: next stage to seek approval at BMG.</p>		●		
-----------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------	----------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	---	--	--

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

Workstream/Project	Action	Responsibility	Milestones	Achievements to Date: Has the milestone been reached? Provide Evidence: What has been the impact of the task to date?	Judgement of Progress			
					*	●	▲	?
Implement Organisational Development Strategy	Develop unified Learning & Development Service	Head of Organisational Development	Fully implemented December 2009	Unified Learning & Development Service progressing well. Redesign of staffing structure completed. Co - location to newly created Council Learning Hub is next phase.		●		
	Implement LG Competencies Framework		April 2010 Final phase implementation	Project Initiation Document is in development to manage implementation across the Council of the new LG Competencies Framework.		●		
	Develop strategy for improving the quality of workforce data and		June 2009 - December 2009	Action plan developed with People Services colleagues to improve workforce data quality and				

	implement		June 2009 - March 2010	reporting. Draft strategy developed which is being updated to reflect proposed Leadership Model for Wigan, which is to be presented to management team.		●		
	Develop and implement Leadership and Management Development Programme						▲	
	Develop Recognition Strategy		June 2010	Work ongoing with internal partners to develop key elements of the Recognition Strategy.		●		

4. Lead and support partnership development for stronger communities								
Workstream/Project	Action	Responsibility	Milestones	Achievements to Date: Has the milestone been reached? Provide Evidence: What has been the impact of the task to date?	Judgement of Progress			
					*	●	▲	?
Support the delivery of an effective LSP	Evaluate impact of new governance frameworks	Head of Service Business Transformation	Document post peer review – Feb 2010	Peer review development work underway. Proposed date – Nov 17 th – 20 th		●		
	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	Development paper prepared and shared for internal consultation (May). Agreed to review post LSP Peer review.		●		
	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	Ongoing development work – including establishment of new electoral college. Consultation to take place August/September, with implementation in November 2009.		●		

	Work programme established with LSMG leads to ensure all thematic partnerships deliver a robust, performance management and strategic planning and commissioning framework that demonstrates improved outcomes for residents	Head of Service Business Transformation	Align with LA performance project milestones August 09	Report presented to LSPAG in July 09 (included alignment with use of resources). Performance clinic approach to be deployed in quarter 3.		●		
Facilitate the development of effective locality governance	Implement the recommendations of Democratic Services review of Township working. Include alignment of LSP structures with new constitutional model for council.	Service Director Business Transformation	New terms of reference – July 09 Township reps to LSP Board Sept 09	Terms of reference drafted during Quarter 2, consultation with Forums aiming to complete by July 2009. Service Directors allocated to Townships. Work begins 1 July 2009. Implementation plan update available as evidence of progress.		● ●		
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	Early development work underway and progress on action plan. Tender process commenced, but delayed due to external factors. Revised implementation date for Trading Capacity programme set for November 2009.		●		
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	First phase report October 2009 Review contract with provider agency – June 09	R2I steering group about to be engaged on development of a Comprehensive Community Engagement Strategy. First phase report due in October 2009. LINKs contract reviewed in June 2009. Improvement plan agreed July 2009.		●		
Establish “spokes” in local communities.	Work with local agencies, and community representatives, to develop a “one stop shop”	Head of Customer Services	Marsh Green, Stage 1 – Summer 09 Leigh, Stage 1 –	Project Lead due to commence work on project August 09. Plans approved for Leigh Town Hall – due		●		

	approach to a range of public services within local communities. Use customer insight data to identify priority areas.		Autumn 09	for completion November 09. Local meetings held in Marsh Green and Facilities Management now involved in drafting out plans. Meeting with community group planned for September 2009 to consult on draft 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	"Hubs and Pods" scheme approved by LSP. Development plans in consultation with key 3 rd sector partners. Formal agreement secured July 2009. Implementation due by October 2009.		●		

5. Lead the development and delivery of strategic initiatives to achieve the Council's vision for improvement and efficiency								
Workstream/Project	Action	Responsibility	Milestones	Achievements to Date: Has the milestone been reached? Provide Evidence: What has been the impact of the task to date?	Judgement of Progress			
					*	●	▲	?
Co-ordinate and drive forward Wigan Council's participation within the Greater Manchester Collaborative Efficiency Plan	Support service departments in establishing projects to deliver Wigan's commitment to the GMCEP work streams and monitor progress	Corporate Procurement Manager	In accordance with the AGMA Collaborative Services Group GMCEP timetable (10 workstreams with varying timescales)	Current AGMA milestones achieved for the two workstreams at Stage 1 (Social Needs Transport and Customer Contact). Project leads identified from Adult Services (Social Needs Transport) and Chief Executive Services (Customer Contact). Projects being scoped.		●		
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	Current projects on target: • Retrospective water rebates		●		

			accordance with the AGMA programme (varying timescales)	<p>exercise complete.</p> <ul style="list-style-type: none"> • Telephony audit contract awarded and work due to commence. • PwC Cash Finder project at initiation stage. 				
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)	<p>Satisfactory progress and achieving.</p> <p>Opportunities for collaboration maximised through AGMA Value for Money and Collaborative Services Groups.</p> <p>Work with the voluntary and community sector has been driven through the Third Sector Liaison Group and Partnership Improvement Plan.</p>		●		
Prepare Corporate Improvement and Efficiency Strategy	Lead the project team to develop strategy and process to implement	Corporate Procurement Manager	October 09	Strategy completed, project in implementation phase.		●		
Develop Corporate Strategic Commissioning framework	Draft Corporate Strategic Commissioning framework and implementation plan	Corporate Procurement Manager	December 2009	Framework approved by BMG. Implementation plan being developed. First meeting of Core Commissioning Group held July		●		

				2009.				
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.	Draft project mandate produced. Governance reporting structures to be agreed. Project timescales to be agreed in PID document.		●		
Review and implement a new Performance Management Framework for the local authority and LSP	Develop and deploy business/ service planning approach Develop corporate improvement programme to capture and manage improvement actions across organisation Assess reporting needs of key stakeholders. Review data collection processes and mechanisms to ensure data quality Integrate performance reporting for service priorities with organisational effectiveness Implement processes to ensure performance data is owned and accounted for Engage the LSP in developing a common reporting framework Review supporting IT systems	Head of Service – Business Transformation	2009/10 Performance Planning Launch – Sept 09 July 09 – New framework in operation for Quarter 1 reporting October 09 – Partnership approach agreed December 09 – Supporting systems reviewed	Agreement on integration of reporting for finance and people has been achieved, though exact measures and mechanism to deliver are yet to be identified. This has led to a delay in the implementation of the new framework for quarter 1 reporting. This is being progressed during quarter 2. Performance Management Framework project team well established, with activity focused upon ensuring the provision of robust and timely data.			▲	
Design and facilitate a series of fundamental reviews to deliver service improvements and efficiency savings	Transformation based on reinvesting efficiency savings in better public services Step-change in thinking and action to accelerate our transformation Combine use of innovative solutions developed locally, and using best practice examples developed	Head of Service – Business Transformation	April – May 2009 – FDR financial and performance analysis May – June 2009 – agree FDR priorities July 2009 – FDR	All milestones achieved to date. FDR programme prioritised reviews in Adults (Aids and Adaptions), CYP (Children in Care), Environment (Fleet and Vehicle Management). Additional support sought for BSS (Property) – provided through Business Partner.		●		

	<p>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>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 priority reviews – business case</p> <p>December 2009 – diagnostic phase 3 – case for change</p>	<p>Diagnostic tool – launched with training delivered on 16 July 2009 for c30 employees across organisation. Communications to be rolled out through specific brief on intranet, Core Brief, OneforAll, and FAQs.</p>				
<p>Oversee and implement Wigan’s approach to Project Management</p>	<p>Develop and gain commitment to programme and project management standards</p> <p>Facilitate development of programme board and governance structure</p> <p>Develop and deploy training to support delivery of agreed standards and governance model</p>	<p>Head of Service – Business Transformation</p>	<p>May 2009 – BMG agreement for standards, governance model, and training framework</p> <p>June to August 2009 – rationalise project register, align with programme boards, identify training requirements</p> <p>July to Sept 2009 – facilitate Programme Board development</p>	<p>All milestones achieved to date and BMG approval gained. Training package now available – training priorities being identified for delivery of first MSP and Prince2 courses in October 2009.</p> <p>Programme board work being developed in PID through August with external facilitator.</p>		●		

			July 2009 – roll-out new training approach October 2009 – training exams March 2010 – review approach					
--	--	--	-------------------------------------------------------------------------------------------------------------------------	--	--	--	--	--

Table 5: Progress against individual workstreams/actions within the organisational effectiveness objectives

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	Achievements to Date: Has the milestone been reached? Provide Evidence: What has been the impact of the task to date?	Judgement of Progress			
					*	●	▲	?
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	Being completed in parallel with Diagnostic toolkit work – part of Transformation Programme. Due September 2009.		●		
	Establish consistent approach to customer service training across the council.	Head of Customer Services	Launch training Aug/Sep 2009	On track to launch “Welcome to Excellence” training for all frontline staff within timescale.				
	Achieve “Customer Service Excellence” accreditation.	Head of Customer Service	Being audited June 2009 Achieve accreditation 2011	Task is being completed in parallel with Diagnostic toolkit work. Due September 2009.				
Use customer feedback data more effectively to drive improvements	Establish govmetric satisfaction tool across front line services.	Head of Customer Services	July 2009	Govmetric was implemented in July 2009 and is just starting to roll out.		●		
	Embed new approach to complaint	Head of		Group established – database due				

	handling – use data to drive improvements across all services.	Customer Services	April –June 2009	to be complete July 09 to enable collection of data.			▲	
--	----------------------------------------------------------------	-------------------	------------------	------------------------------------------------------	--	--	---	--

Organisational Effectiveness Objective 2 - Enable and support the culture change necessary to deliver the transformation agenda								
Workstream/Project	Action	Responsibility	Milestones	Achievements to Date: Has the milestone been reached? Provide Evidence: What has been the impact of the task to date?	Judgement of Progress			
					*	●	▲	?
Enable and support the culture change necessary to deliver the transformation agenda	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	Head of Organisational Development	April 2010	Work ongoing via EDR's and analysis to identify programme of learning and development interventions, which is based on the organisation's future needs.		●		
	Ensure the effective evaluation of interventions to ensure VFM and quality assurance of outcomes	Head of Organisational Development		All interventions are evaluated and the impact of these is measured to ensure that they offer VFM.		●		
	Work with ICT colleagues to review ICT Strategy to enable the needs of customers	Head of Organisational Development		Limited progress in this area. Initial discussions with ICT have taken place and work in relation to priorities commenced, but further work is required to ensure a robust approach.				▲

service	Effective customer engagement to ensure that interventions meet organisational priorities Effective evaluation / Quality Assurance of interventions to ensure VFM and collaborative working to maximise efficiencies	Service		relevance, working with customers. Draft prospectus ongoing to promote this.				
---------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------	--	------------------------------------------------------------------------------	--	--	--	--

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	Achievements to Date: Has the milestone been reached? Provide Evidence: What has been the impact of the task to date?	Judgement of Progress			
					*	●	▲	?
Support the development of organisational capacity and capability, ensuring that succession planning leaves no legacy issues	Develop strategy for improving the quality of workforce data, to enable the development of effective learning and development, customer workforce development and planning strategies	Team Manager Learning & Development Service	May 2009 – April 2010	Work ongoing to develop an action plan to improve the quality of workforce data, in collaboration with partners.		●		
	Develop Talent Management Strategy		April 2010			●		
	Engage with key partners on a regional basis to enable the development of innovative solutions to workforce challenges	Head of Organisational Development	April 2009 - 2010	Work on a regional basis ongoing, including a focus upon leadership development.		●		

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

Workstream/Project	Action	Responsibility	Milestones	Achievements to Date: Has the milestone been reached? Provide Evidence: What has been the impact of the task to date?	Judgement of Progress			
					*	●	▲	?
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.	TBD as project develops	Draft project mandate produced. Governance reporting structures to be agreed. Project timescales to be agreed in PID document.		●		