



Report to: Community Protection Panel
Regeneration Panel
Environment Panel

Date: 19th January 2009
21st January 2009
28th January 2009

Subject: Quarter 3 Performance Reporting 2008

Report of: Executive Director of Environmental Services

Contact officer: Liz McKay 01942 486650 (x86650)

Purpose / summary: To advise members of the Environmental Services Department's Q3 performance data for 2008.

Alternative options considered and reason for selecting the one recommended: The departmental plan and associated monitoring reports are produced in line with corporate templates.

Recommendation / decision: Members to note the content of the report.
This report does not involve a key decision.

Risks / Implications:

Financial:	Within existing resources
Staffing:	Within existing resources
Policy:	Wigan Council Corporate Plan
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	Yes
Wards affected:	All

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

No

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

A diversity impact assessment has been undertaken and is attached as an appendix to this report.

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

A diversity impact assessment has been undertaken and is attached as an appendix to this report.

Has the Service Director - Borough Solicitor confirmed that the recommendations within this report are lawful and comply with the Council’s Constitution? **N/A**

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

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

For Cabinet reports only:

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

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
Community Protection Panel 19 th January 2009			
Regeneration Panel 21 st January 2009			
Environment Panel 28 th January 2009			

There are no Background Papers to this Report within the meaning of Section 100D of the Local Government Act 1972.

Proper Officer Martin Kimber

Date 7th January 2009

1.0 Background:

- 1.1 Our service plan is directly linked to the Council's Corporate Plan and shows how Environmental Services contributes to the overall Council Vision, how we focus on customers and the resources we use. It sets out the objectives and the key performance measures and tasks that will help us to meet the expectations of our customers, evaluate our performance and manage the risks which may affect or enhance our success.
- 1.2 This report shows our performance as at quarter 3. We utilise Performance Plus, the corporate Performance Management Software to monitor the plan and to report progress on a quarterly basis.

2.0 Proposals:

- 2.1 Attached to this report is the performance data for 1st September – 31st December 2008.
- 2.2 The full 2008-2011 Plan is available online. The plan recognises that we face further challenges over the next three years but we are confident that we have set out a plan of action that will take us through this and enable us to respond in a positive manner and ensure that we do not lose sight of our overall goal to deliver services that residents want, in a place and at a time that is relevant to their needs.

3.0 Alternative options considered and reason for the recommended option:

- 3.1 The performance data is provided for information. This will be used to guide our actions and use of resources and to set ourselves new targets for the coming year. The departmental plan follows a corporate template and no alternative options are required.

4.0 Conclusions:

- 4.1 This year is a transitional year for us as we bed in the new National Indicator set introduced by Government in April. For many of our new indicators this first year will be used to create a baseline for future monitoring whilst others are part of the Place Survey which is currently taking place and will be available from January.
- 4.2 A large proportion of our national indicators are also monitored on an annual basis so we are working to develop a range of proxy measures locally that will allow us to monitor more thoroughly throughout the year.

- 4.3 As always we are continually developing our performance management frameworks to ensure our services are relevant to local people by focusing on issues that are important to their communities. We are preparing to implement the transition from the Comprehensive Performance Assessment (CPA) to the Comprehensive Area Assessment (CAA) and continue to contribute to the ongoing development of the Local Area Agreement (LAA) and the Multi-Area Agreement (MAA).

- 4.3 Our plan is a working document which we will continue to review to ensure that it remains relevant to the challenges we face. We will monitor our performance against the key tasks and performance indicators set out in the plan as required by the Audit Commission.

Diversity Impact Assessment form

Section: Environmental Services

Policy/Service Area: Environmental Services

Person Completing Form: Liz McKay

Date: 29th Oct
2008

Do any of the below groups suffer specific disadvantage (please indicate)

	Yes	No		Yes	No
Race		X	Disability		X
Ethnicity		X	Gender		X
Age		X	Religion		X
Class		X	Sexual Orientation		X

Is there evidence of disadvantage or associated problems?

The departmental plan set out our priorities for the next 3 years and will monitor progress against these priorities through a range of key tasks and performance indicators to ensure that service delivery is of the appropriate standard and provides value for money for all the people of the borough. We monitor this quarterly to ensure that we continue to meet the standards we have set ourselves.

How was the information collected and/or who have you consulted with?

Information will be collected in line with the guidance for the new national indicator set available from the audit commission at the link below:

<http://www.audit-commission.gov.uk/performance/ni-guidance.asp>

Action Plan – *What specific actions are planned to tackle any disadvantage identified?*

The departmental plan contains a list of equality and diversity actions that will help to ensure that our services are provided fairly and without discrimination across the 7 social identity models.

Is the policy in line with current equality legislation and relevant codes of practice?

This report is line with all corporate templates which are in line with all Council policy and codes of practice.

The report contains information taken from Equality Impact Assessments conducted across the department in line with the Equality Standard for Local Government.

Timescale	Quarterly Monitoring
Responsibility	Liz McKay
Comments	

Are the actions specified included in any other documents/plans?

Departmental Service Plan	Yes
Section/Team Plan	Yes
Other (Specify)	Equality Impact Assessments

Date for further review:

Quarterly

Environmental Services Department

2008/2009 Quarter 3 Performance Departmental Plan Performance Report

This report shows how we are performance against the national indicators and tasks in our departmental plan. Quarterly performance is cumulative throughout the year (unless it has been specifically stated that performance is for one period in time only). So this report shows performance up to the end of quarter 3 (1st September – 31st December cumulatively in this way allows us to report year end performance to you at the end of the final quarter.

We have identified our departmental objectives and how they contribute to the council’s vision through our planning process. The performance indicators that we have identified allow us to measure our level of success in achieving these objectives.

The key tasks in this report are the important actions that will help us to achieve our departmental and corporate objectives or are the actions we need to take to help us manage the risks which may affect or enhance our success.

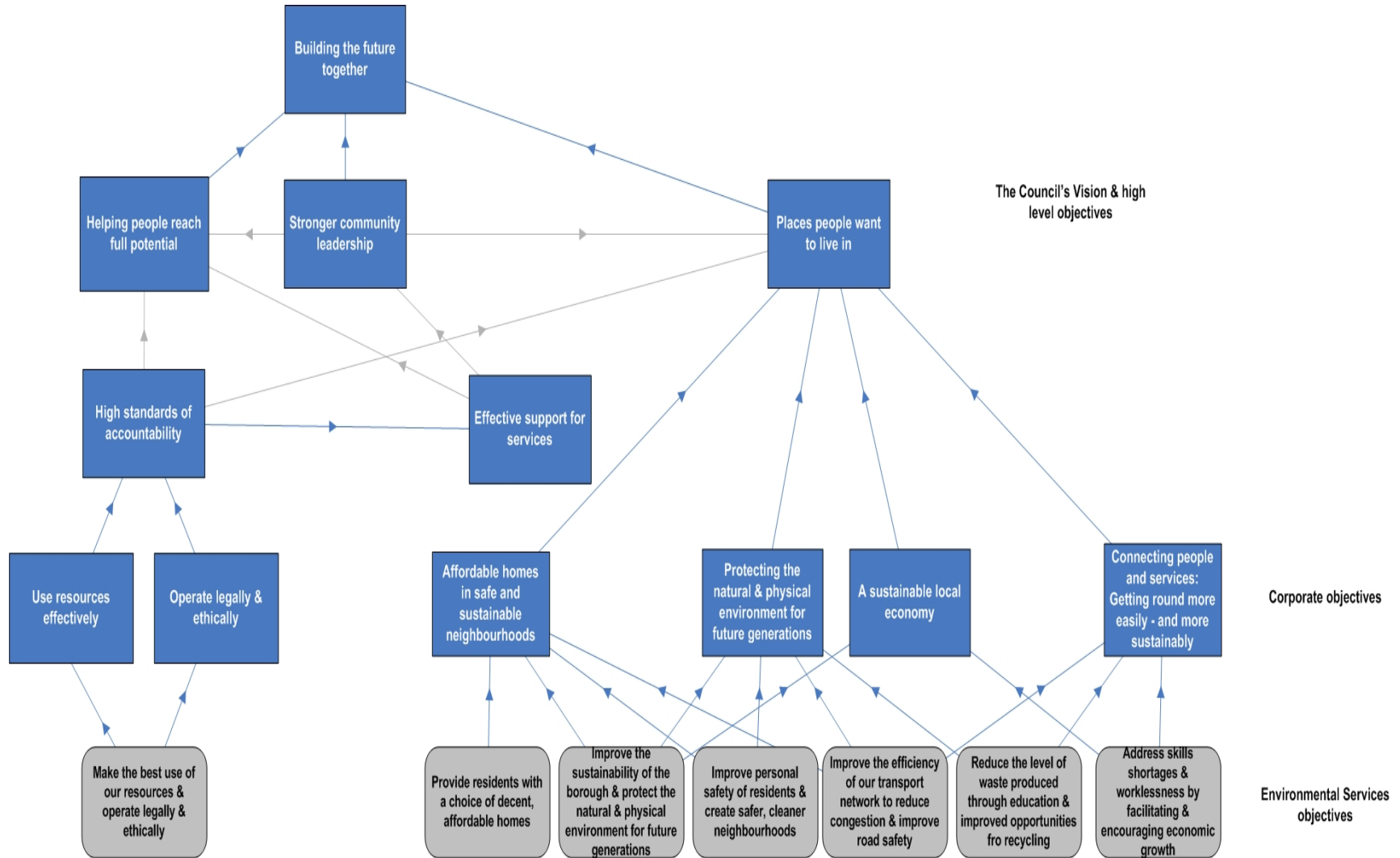
Within this report we have separated the equality and diversity related tasks. Whilst our planning process ensures that equality and diversity is ‘mainstreamed’ we want to raise the profile of equality and diversity across all of our services. So progress against these tasks is reported in a separate table in the report.

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Our Golden Thread

Our plan shows how we contribute to the council's vision. This is illustrated in the causal map below.



Summary of Performance with Commentary

Our Service plan sets out a three year programme of work which will result in a step change in the way we provide and deliver our services. The priorities we have identified have not significantly altered from our last service plan. They remain the priorities that have been shaping our service delivery over the past 18 months and have been derived from a combination of our community strategy and what residents have told us, the policy direction set by government and the issues identified through the CPA Inspection. They also reflect, and are underpinned by, the priority themes set out in the Corporate Plan:

- Raising aspirations and opportunity for all.
- Joining up services to improve customer satisfaction and provide value for money.
- Climate change and sustainability.
- Developing the organisation to make the best use of our resources and operate legally and ethically.

There are two exceptions that feature more prominently in our plan than they have previously; they are Sustainability and Affordable Housing. During the course of the year these two areas have had an increasing influence on the policy direction of Government and the way in which funding is allocated. Both are part of our existing service areas but will now need a sharper focus and greater priority will need to be given to how and where we allocate our resources to deliver outcomes in these areas.

We also recognise that no service can continue to meet the needs of customers in a meaningful way if it only continues to expand its list of priorities, rather than having a proper process of re-evaluation. Delivering Step Change means we cannot continue to work in traditional ways. Delivering different outcomes means working differently. In order to address this we have identified an additional priority around management of resources which will guide the way it plans, resources, and delivers its services.

It is important therefore that there is a clear and strong match between our priorities and the way in which we allocate resources to ensure services in these areas are delivered efficiently, effectively and economically. We need to ask more challenging questions of ourselves to determine our core business. This relates to a broader core of activities that fall outside the top priority band, but which we believe will continue to be vital for us to provide or commission services in the future. We will continue with the process of strategic service re-design, and business process improvement in these areas but by focussing on our core business, we will also commence the process of reducing service demand in non-core areas with the strategic purpose of releasing resources to assist us in delivering against our priorities.

In addition to this we must put service reconfiguration into a longer timescale if we are to design services that will be sustained long term. The Department for Communities and Local Government (DCLG) Value for Money Delivery Plan requires a 3% year on year efficiency saving. This means over a 7 year period our services must be delivered at less than 80% of their current cost.

The focus of our efforts over the next three year reflects all of these issues and is clearly set out in the table below:

	Goal	We will know when we have made a difference when ...	We will measure this by ...
1	Make the best use of our resources and operate legally and ethically.	We are providing the right services at the right time in the right place for residents and visitors to the borough. We are providing a proactive rather than reactive service. We are embedding the principles of community involvement and engagement across all service areas. We are providing services that are simple and easy to access. We are working effectively with partners to provide innovative solutions.	Improving the level of satisfaction our customers feel about our services Maintaining a 4 star CAA rating and are classified as improving strongly as part of the CAA direction of travel assessment. Operating a robust performance management framework focusing on priority indicators.
2	Address the Borough's skill shortages and levels of worklessness by facilitating and encouraging the economic growth of the borough.		
3	Provide residents with a choice of decent, affordable homes.		
4	Improve the sustainability of the Borough and protect the natural and physical environment for future generations.		
5	Improve the personal safety of residents and create safer, cleaner neighbourhoods by improving the way we plan and deliver services in localities to respond to local needs.		
6	Improve the efficiency of our transport network to reduce congestion and improve road safety.		
7	Reduce the level of waste produced in the Borough through education and improved opportunities for recycling.		

In order to monitor our progress in achieving these goals we have selected a number of Indicators from the national set and have set ourselves a range of key tasks.

This year is a transitional year for us as we bed in the new National Indicator set introduced by Government in April. For many of our new indicators this first year will be used to create a baseline for future monitoring whilst others are part of the Place Survey which is currently taking place and will be available from January.

A large proportion of our national indicators are also monitored on an annual basis so we are working to develop a range of proxy measures locally that will allow us to monitor more thoroughly throughout the year.

As always we are continually developing our performance management frameworks to ensure our services are relevant to local people by focusing on issues that are important to their communities. Much of this development also requires a cultural change in our approach to auditing ourselves more closely; something which many of our managers are not yet used to but are eager to learn.

We are also preparing to implement the transition from the Comprehensive Performance Assessment (CPA) to the Comprehensive Area Assessment (CAA) and continue to contribute to the ongoing development of the Local Area Agreement (LAA) and the Multi-Area Agreement (MAA).

Our plan is a working document which we will continue to review to ensure that it remains relevant to the challenges we face. We will monitor our performance against the key tasks and performance indicators set out in the plan as required by the Audit Commission.

We will continue to use Performance Plus (P+) to monitor our data. At the moment we are still learning lessons about how best to exploit the system and are working towards aligning our service planning methods with the way system works in order to use it more strategically as well as looking into the use of geographical mapping systems such as WISDOM and GIS.

Key Performance Indicators

This section of the report sets out the key performance measures we use to monitor and manage our performance. These have been developed through our planning process. It shows how we have performed this period against our target, shows past performance this year if applicable and shows our target for the next period. Table 1: Shows how we have performed for all the PIs in our departmental plan.

Table 1: Performance against our key PIs at Quarter 3

Promote Responsible Use of Resources

	Performance Indicator	Quarter 3 2008		
		Target	Actual	Comments
Goal1: Make the best use of our resources and operate legally and ethically.				
14	Reducing avoidable contact	TBC	To be reported in April 2009.	<p>NI: 14 has been developed to build on existing work, and to develop a deeper understanding of service delivery from the viewpoint of the service user.</p> <p>Data collection for N1:14 began in October 2008 and is now collected on a quarterly basis across a small number of services. Further work is needed to ensure that we are clear about the formula for calculation and have the right processes in place to ensure that all relevant services are participating.</p>
Goal 2: Address the Borough's skills shortages and levels of worklessness by facilitating and encouraging the economic growth of the borough				
151	Overall employment rate	TBC	71.50%	The overall employment rate has increased in the period April 07 - March 08 (Latest available data) This Figure is expected to decrease next quarter given the increases in JSA claimants experienced after March 08. Reductions in the rate expected once the impact of the economic

	Performance Indicator	Quarter 3 2008		
		Target	Actual	Comments
				slowdown are factored in. (Data from Nomis)
152	Working age people on out of work benefits	TBC	15.26%	The reduction in the rate of working age people on out of work benefits is due to the work carried out under the Working Neighbourhoods Fund. Community Mental Health, Next Step, Leigh Sports Village Skills Shop and Skills Coaching Projects have all been successful in reducing worklessness in their respective target areas.
153	Working age people claiming out of work benefits in the worst performing neighbourhoods	31.40%	31.17%	The reduction in rate is due to the work carried out under the Working Neighbourhoods Fund: Community Mental Health, Next step, Leigh Sports Village Skills shop and skills coaching projects have all been successful in reducing worklessness in their respective target areas. (Data from WISDOM)
171	VAT registration rate	TBC	2007 = 48.5%	<p>The VAT registration rate is anticipated to reduce next year as consumer demand reduces due to low market confidence. We are continuing to work with Government Office Northwest to develop a suitable target for this indicator.</p> <p>NI: 171 will be reported on an annual basis for the previous year. The most recent data applies to 2007. This data has improved since 2006 and is our best performance since 2002. We anticipate that the current economic climate will have an impact on future performance.</p>
Goal 3: Provide residents with a choice of decent, affordable homes.				

	Performance Indicator	Quarter 3 2008		
		Target	Actual	Comments
154	Net additional homes provided	650	Data not yet available	<p>This indicator is an annual indicator and will be reported in Q4.</p> <p>The current economic climate has seen a downturn not only in the number of planning applications received by the Council but also in the development industry as a whole. We are currently negotiating new targets with Government Office to take this into account.</p>
155	Number of affordable homes delivered (gross)	53	32	<p>Opportunities arose during this quarter to provide additional units. It has recently been announced that we have been successful in other bids, full details not yet available.</p>
159	Supply of ready to develop housing sites	TBC	Data not yet available	<p>This indicator is an annual indicator and will be reported in Q4.</p> <p>Consultants are currently undertaking a survey of sites within in the Borough in order to set a benchmark.</p>
Goal 4: Improve the sustainability of the Borough and protect the natural and physical environment for future generations.				
185	CO2 reduction from Local Authority operations	TBC	Data not yet available.	Discussions continuing with Asset Management on targets to be set
186	Per capita CO2 emissions in the LA area	TBC	Data not yet available.	Discussions continuing on targets to be set
188	Adapting to climate change	TBC	Data not yet available.	Discussions continuing with GONW & DEFRA on definitions

	Performance Indicator	Quarter 3 2008		
		Target	Actual	Comments
194	Level of air quality - reduction in Nox and primary PM10 emissions through local authority's estate and operations	TBC	Data not yet available	NI: 194 has been designated as an annual indicator and will be reported via a Defra spreadsheet.
Goal 5: Improve the personal safety of residents and create safer, cleaner neighbourhoods by improving the way we plan resource and deliver services in localities to respond to local needs.				
17	Perception of anti-social behaviour	Place Survey	Base line data not yet received as Place Survey results will only be available in quarter 4.	PACT rollout is now underway and is due to complete by end of quarter 4. Proxy data from the initial KIN survey results demonstrate that out of the 1007 interviewed people still perceive ASB to be an issue with Teenagers hanging around in the street is a
21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	Place Survey	Data not available	We are currently awaiting the CYPS Prevention Strategy that will inform the ASB Strategy to ensure that the two dovetail together. Streamlining of the contact card system has been completed with training sessions given to all neighbourhood police.
195	Improved street and environmental cleanliness	-	N/A	Neighbourhood Teams are contributing to this indicator as all Neighbourhood Officers are trained to issue fixed penalty notices and will be issuing once the relevant toolkits have been deployed, this further enhanced through the prevention and intervention that Neighbourhood Teams.

	Performance Indicator	Quarter 3 2008		
		Target	Actual	Comments
Goal 6: Improve the efficiency of our transport network to reduce congestion and improve road safety.				
47	People killed or seriously injured in road traffic accidents	106	Data not yet available	Annual Target - Through the Local Transport Plan we have continued to implement local safety schemes to address areas where there are a high number of road traffic accidents. Road safety education, training and publicity has continued to be rolled out across the Borough and the Road Safety Forum has continued to meet raising the profile of road safety across the Borough.
48	Children killed or seriously injured in road traffic accidents	24	Data not yet available	Annual Target - Through the Local Transport Plan we have continued to implement local safety schemes to address areas where there are a high number of road traffic accidents. Road safety education, training and publicity has continued to be rolled out across the Borough and the Road Safety Forum has continued to meet raising the profile of road safety across the Borough.
167	Congestion - average journey time per mile during the morning peak	No Increase	Data not yet available	Initiatives to relieve congestion are continuing to be implemented through the Local Transport Plan, such as improved signal technology, behavioural change initiatives, and improved facilities for walking and cycling. Development work has also begun on a major scheme for relieving congestion at the Saddle junction.
Goal 7: Reduce the level of waste produced in the Borough through education and improved opportunities for recycling.				
191	Residual household waste per head	887kg	Data not yet available	Waste minimisation work and increased recycling is reducing the residual household waste per head. Further expansion of the brown bins (glass, cans and plastic) in early 2009 will assist further with this target, which is expected to be met.
192	Household waste recycled and composted	TBC	Data not yet available	Further expansion of green bins (compostable) and brown bins (glass, cans and plastic) in early 2009 will improve upon last year's target

	Performance Indicator	Quarter 3 2008		
		Target	Actual	Comments
193	Municipal waste land filled	76.91%	Data not yet available	Further expansion of green bins (compostable) and brown bins (glass, cans and plastic) in early 2009 will improve upon last year's target in addition to an improvement of waste minimisation. This target is anticipated to be met.

Progress against Departmental Tasks

Table 2 summarises our progress against the key tasks in our departmental plan. We identified these tasks through our planning process as being important actions to help us achieve our departmental and corporate objectives or to help us manage the risks which may affect our success.

Table 2: Progress against our key tasks at quarter 3

	Task	Quarter 3
		Comments
1.1	Re-evaluate the way we plan, resource and deliver services to release resources to assist us in delivering against our priorities and provide value for money.	<p>The final structure for the Neighbourhood Review has been agreed and approved and the staff delegations have been authorised. The workforce consultation is ongoing. The 5 Neighbourhood Area Model will be implemented in January 2009.</p> <p>Work is continuing to develop the role of the Economic Regeneration Office, Job Descriptions and Person Specifications are currently being looked at by Human Resources. Housing Regeneration have completed an exercise to refocus their service provision and have developed a Consultation Plan to be implemented in 2009.</p> <p>Economic Regeneration are continuing to build on their expertise in major funding applications and programme management by finalising contract arrangements to manage the Family Employment project linked to Bickershaw. This is a joint funded project with English Partnerships and Coalfields Regeneration Trust.</p>
1.2	Implement innovative and effective partnership working to provide appropriate alternative means of service delivery.	Housing Regeneration are awaiting approval for Private Sector Leasing proposal via Wigan Housing Solutions (new not-for-profit organisation established by C.A.B) They are also working with Homes and Communities Agency on Homebuy Direct schemes.
1.3	Formalise working arrangements with Business Support Services and Chief Executive's Department in relation to provision of support services.	Business Support Services and the Chief Executive's team have now appointed dedicated Business Partners to work alongside each department including Environmental Services to manage working our relationships and partnership agreements with the central team. These arrangements are currently being developed to formalise our departmental support requirements.
2.1	Reduce the level of worklessness	<p>Round 2 commissions for the Working Neighbourhoods Fund have been announced and the process for appointing has begun. Round 3 commissioning opportunities are being developed.</p> <p>The Drug and Alcohol Team have awarded an Employability/Employment contract to encourage offenders and people with substance misuse problems</p>

		into employment. Implementation of the programme is on target for the contract to begin April 2009.
2.2	Increase the levels of enterprise and inward investment	Economic Regeneration continues to work to develop the third sector and have awarded a commission to develop the Social Enterprise Strategy for Wigan. EKOS have been appointed as lead consultants and work has now commenced. Further work is being undertaken around the development of other Worklessness Commission specifically 'building trading capacity' and volunteering.
2.3	Increase skill levels with reference to business need	Little progress is being made in this area due to the difficult economic climate. Other avenues of opportunity are currently being investigated.
3.1	Increase the overall supply of affordable housing to meet the needs of all it's residents and the local economy	<p>There have been no units delivered this quarter via section 106 due to current housing market and economic climate. The Supported Housing Scheme for people recovering from mental health problems has been developed (14 units) and has successfully bid for and produced 9 additional units of social rented housing during quarter.</p> <p>A better housing market intelligence tool has been developed that ensures a more pragmatic approach to new affordable housing light of current market conditions.</p>
3.2	Strengthen our weaker housing markets by increasing the choice and quality of the housing offer in localities	As above this area of work is being affected by the current economic climate. We are continuing to consider mechanisms of delivering affordable housing that also link to strengthening vulnerable markets, e.g. via Wigan Housing solutions as outlined in 3.1.
3.3	To better meet the needs of vulnerable and homeless people by investing in better prevention and support services	Housing Regeneration have developed new initiatives such as mediation for young people, support for those with complex needs and developing mortgage rescue packages. The implementation of the Older Person's Action Plan is continuing. Pilots have been undertaken and the strategic review is continuing. We plan to expand the provision of alarms, the hand person service and floating support services.
4.1	Improve the borough's performance in relation to climate change and prepare to adapt to its impacts.	<p>The Sustainable Community Strategy has now been adopted. We continue to be involved in projects such as the Bickershaw Wind Turbine and Fairtrade. The sustainability toolkit has now been rolled out and more information on its uptake and impact will be available in quarter 4.</p> <p>We continue to work towards the Commitments set out in The Nottingham Declaration however the timetable for this has now been revised. Work has also been</p>

		<p>delayed on a Supplementary Planning Document for Sustainability.</p> <p>Housing Regeneration are contributing through the AWARD initiative which is now underway and Wigan and Leigh Homes are considering a boiler replacement programme.</p>
4.2	Greater local involvement in energy management.	<p>The Sustainable Community Strategy has now been adopted. We continue to be involved in projects such as the Bickershaw Wind Turbine and Fairtrade. The sustainability toolkit has now been rolled out and more information on its uptake and impact will be available in quarter 4.</p> <p>We continue to work towards the Commitments set out in The Nottingham Declaration however the timetable for this has now been revised. Work has also been delayed on a Supplementary Planning Document for Sustainability.</p>
5.1	Continue to develop the way we work and deliver services in localities to be able to respond immediately to local concerns.	<p>The Neighbourhoods Team have developed a performance framework in relation to street cleanliness throughout the borough. Initial data has identified fast food litter and dog fouling as key issues. Resources are jointly focusing on these issues.</p>
5.2	Actively engage and involve communities and residents in prioritising service provision and resource allocation.	<p>The Pact process continues to be rolled out across the Borough and the Township restructure is now complete.</p> <p>The Place Survey results will also be published early in the New Year and we will look closely at the results to see how they can influence improvements to our service delivery.</p>
5.3	Improve community confidence and perceptions in relation to crime, substance abuse and environmental issues.	<p>The proportion of alcohol test purchases resulted in sales has dropped to 6.4% from 9.4% in the previous quarter. This equates to 3 sales from 47 attempts and 7 adults have now been convicted of buying alcohol for children. The "Who's Got the Bottle initiative is progressing.</p> <p>The number of people in effective drug or alcohol treatment is still on target. There are some ongoing issues with the National Drug Treatment Management System's changes to calculation of planned discharges. This should be resolved by quarter 4.</p>
5.4	Improve the health and safety of the built and natural environment.	<p>We are still awaiting a date for implementation of the Building Control Legislation revised (Part G 08/09 and part L 09/10) and new 'Provision of Information' requirements.</p>
6.1	Improve residents and	<p>The department continues to contribute to the</p>

	<p>visitors ability to move easily and safely around the Borough.</p>	<p>infrastructure projects such as Leigh Sports Village, Leigh Health Centre, Parkside and Winstanley College.</p> <p>We are working to improve congestion through the implementation of MOVA signal control system at Ince Bar and Makerfield Way. Work is underway and is due to be completed in January 2009. A commission has been issued to Faber Maunsell to look at public transport across the borough, particularly the provision to other destinations outside of Greater Manchester.</p> <p>To continue improving the road safety of the borough we have rolled out the Road Safety Champions Initiative in 2 of the 3 selected wards, Ince and Wigan Central. Events have taken place in both wards during October half term based around a theme of Bee Safe Bee Seen.</p> <p>Working groups have been set up to develop the Walking and Cycling Strategies and are meeting regularly to progress this work. Drafts will be available before Christmas. School Travel plans are also being progressed, 44 schools will have plans in place by March 2009.</p>
7.1	<p>Improve the management of waste</p>	<p>Further expansion to the dry recyclable service (glass, cans and plastics) will provide an additional 74,000 brown bins and additional green bins in early 2009. Additional “meet and greet” staffing at Household Waste Recycling Centres (from December 2009) will further improve the level of recycling and education of residents as to what can be recycled.</p>
7.2	<p>Develop an effective waste education service</p>	<p>The existing Waste Education Officer and new Campaign Manager (in post from November 2008) will engage and work more closely with businesses (in addition to current work with schools) and residents. The new (December 2008) events trailer will assist in engaging with residents on a more regular basis. The new (December 2008) “meet and greet” staff at Household Waste Recycling Centres will also engage with the public and educate them further on recycling.</p>
7.3	<p>Increase recycling within the borough</p>	<p>Further expansion to the dry recyclable service (glass, cans and plastics) will provide an additional 74,000 brown bins and additional green bins (compostable) in early 2009. Additional staffing at Household Waste Recycling Centres will further improve the level of recycling and education of residents as to what can be recycled. The new (December 2008) “meet and greet” staff at Household Waste Recycling Centres will also engage with the public and educate them further on recycling, further improving recycling rates.</p>