

Report to: Cabinet
Audit Governance and Improvement Review Committee

Date: 28 June 2007
2 August 2007

Subject: Corporate Plan 2007/08 including performance report
2006/07 (1 April 2006 – 31 March 2007)

Report of: Chief Executive

Contact officer: Diane Taylor 01942 827135

Purpose/summary:

To present the corporate plan for 2007- 08 along with the strategic risk register

To report performance of our key performance measures and tasks

To highlight availability of the BVPI results for 2006/7

Alternative options considered and reason for selecting the one recommended:

No alternative. We are required to produce a corporate plan annually as part of our Best Value Duty.

Recommendation/decision: Members are requested to accept this plan.

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

Implications:

Summary of reasons for report being closed in the public interest:

Financial:	Within existing resources
Staffing:	Within existing resources
Policy:	All
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	An impact assessment has not been carried out because all major policy changes will have individual impact assessments carried out. However equality and diversity issues have been taken into account when drawing up this plan.
Wards affected:	All

Special Interest Members – No
Which have been consulted

Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? **Yes**

Has the Director of Finance and IT 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		Discussion	
Monitoring	X	Decision	
Sharing for corporate understanding		Information	X

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
			28 June 2007

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

Proper Officer Joyce Redfearn

Date 20 June 2007

Background:

The corporate plan sets out the context for Wigan borough, Wigan council, the Community Plan and the Local Area Agreement. It emphasises the council's vision, how we will achieve that vision and our priority themes for the coming year. It demonstrates how we focus on our customers and how we use our resources effectively. It includes our strategic risk register, which is the high level risk register drawn from the vision statement, community plan and issues paper. It supports the Corporate Risk Register and includes strategic and significant corporate and service-related risks.

The key performance measures and tasks are included at appendix 2. This report outlines our performance for 2006 – 07 (1 April 2006 – 31 March 2007) against our high level set of indicators. It also shows progress against the projects and their key tasks in the transformational improvement programme which is a key part of our delivering our vision.

The BVPI results for 2006/7 can be found at

<http://www.wigan.gov.uk/Services/CouncilDemocracy/PerformanceInformation/BestValuePerformanceIndicators.htm> . These will only be published in full on 30 June 2007.

Proposals:

That members accept this plan.

Alternative options considered and reason for the recommended option:

No alternative. We are required to produce this plan annually as part of our duty of Best Value.

Conclusions:

The plan sets out our progress against achieving our vision and priority themes for 2007 - 08. It has been published on our website at.

<http://www.wigan.gov.uk/Services/CouncilDemocracy/PerformanceInformation/CorporatePlan.htm>

There are 38 high level PIs in the Corporate Plan. Three of these indicators (perceptions measures around different crime types) are not yet available and one indicator had no target set for 2006/07.

The majority of our PIs (63%) have met or exceeded our target for the year with 26% of PIs (10) not meeting expected performance.

Performance against thirteen of our indicators has improved since last year:

- GCSE average points score
- % Looked After Children with 3 or more placements in a year
- Physical activity - sedentary adult
- Reviews of child protection cases
- Adults with support needs helped to live at home per 1,000 population
- Visits to libraries per 1,000 population
- % Council houses not meeting the decent homes standard
- % Household waste recycled or composted
- LSP accreditation
- Equality Standard for Local Government
- Duty to Promote Race Equality
- % sickness absence
- CPA Use of Resources score

Risk Category	Links to the Councils Vision	Opportunity (links to Community Plan Goals)	Impact (if this opportunity is fulfilled)	Impact of achieving these aims	Level of Council involvement / leadership required	Actions/ Controls in Place	Lead Officer	How progress and outcomes are being monitored	Impact of efforts to date	Level of further action needed	Further Action Planned and Ongoing	Monitor via Corporate Plan	Internal Audit Plan
Positive Risks (opportunities)													
Strategic	A place where people want to live	Good standard of living, less poverty	Better standards of living, decent homes (esp) for vulnerable people, reduced exclusion and neighbourhood inequality, improved health and wellbeing, reduced crime	H	H	Partnership with W&LH, Wigan Economic Partnership, Job Centre plus, Manchester Enterprises, Community Legal Services Partnership, Focus on neighbourhoods in LSP	Chief Executive	LSP monitoring of Community Plan, targets for Council Housing decency and child poverty levels, SMART neighbourhoods, Local Futures Audit	H	H	Promoting benefit take-up, links with external agencies (eg CAB, ALMO) to target deprived areas, homeless, economic migrants, asylum seekers	*****	
Strategic	People reaching their full potential	Similar chances of staying healthy : Improved public health, Increased life expectancy, improved quality of life, reductions in drug and alcohol abuse, teenage pregnancies	Reduced mortality rates, reduced need for personal social services and lower demand on NHS services. Links directly to crime and disorder	H	H	Community Plan, Local Area Agreement Target, Health and Social Care Partnerships, Healthy Living Programme, Health and Equality Strategy, Health Scrutiny Committee, SHAPE.	Dir of Adult Services	Local Area Agreement, Local Public Service Agreement (LPSA) monitoring, Health Partnership Board.	H	H	Ensuring effective inter-agency working to achieve LAA & LPSA targets. Health Inequalities Strategy being developed.(Nov07)	*****	
Strategic	People reaching their full potential	Increasing aspirations and skills: Lifelong learning - Increasing the skills base. BSF in Primary and Secondary Schools	Increased effectiveness of training and education schemes - increase average earnings, higher levels of employment, increase expectations, reduction in crime, greater use of community assets	H	H	Children, Young People and Families Children and Young People's Plan, Partnership, Positive Futures Strategy and Service, Adult and Community Learning Plan, Surestart Plan	Director of CYPs	Children, Young People and Families (CYPF) agenda. Community Plan. Education and Lifelong Learning Partnership. Children's Services Panel.	H	H	Delivery of BSF and CYPF Plans. Curriculum development of "life" and "citizenship" skills, Improve community engagement to raise public aspirations	*****	
Strategic	A place where people want to live	A strong, modern local economy: Economic regeneration - Increased ability to create well-paid employment opportunities	Reduced outflow of Wigan's working population, economic growth, increase standards of living, reduced reliance on state support	H	H	Regeneration Strategy, LAA Targets, GM Economic Development Plan, Local Enterprise Growth Initiative (LEGI), Unitary Development Plan, Neighbourhood Renewal Strategy	Dir of Environmental Services	Regeneration Panel, Economic partnership (every 2 months).	H	H	Achievement of the plans within the Economic Strategy for the Borough.	*****	
Strategic	A place where people want to live	Easy travel within the Borough - without having to use a car - Improving transport infrastructure	Reduced traffic congestion, improving public transport services, positive impact on commerce	H	H	Unitary Development Plan, GM Local Transport Plan, Bus Strategy, Cycling Strategy, Annual Local Transport Plan (LTP)	Dir of Environmental Services	Progress Report to Govt Office. LTP annual assessment. A49 Link project meetings.	H	H	Transport Strategy being developed (Oct 07)	*****	
Strategic	Strong communities. A place where people want to live.	Decent homes in a clean, safe neighbourhood: Reduce crime and disorder,	Reduction in fear of crime, violence and vandalism. Positive impact on reputation and inward investment	H	H	Planning / Affordability Strategy. Community Plan, Crime and Disorder Reduction Strategy and group, Targetted support for asylum seekers, Community engagement to ensure representation from all areas of the Borough, Township meetings to encourage involvement	Dir of Environmental Services	Home Office 2008 PSA targets, Neighbourhood Information Management System (NIMS) model for Policing used in quarterly workshop.	M	H	Delivery of CDRS. Communication of results to the public	*****	
Strategic	A place where people want to live	Make the Borough one of the most environmentally friendly in the region	Cleaner streets, improved open spaces, reduced pollution, improved recycling, less landfill	H	H	Local development plan, Sustainability Strategy, Agenda 21, Street scene, Air quality/pollution control, contaminated land strategy, waste management strategy and recycling initiatives, Local biodiversity	Dir of Environmental Services	Monitoring of pollution, climate change, street cleanliness index	M	H	Delivery of Plans to improve sustainability outcomes	*****	
Strategic	Strong communities. A place where people want to live.	Increased participation in community and cultural activities	Increased sense of community identity, pride in the Borough, positive contribution to design of public services	H	H	Community Plan, Community Empowerment Programme, "Getting Wigan Active", Neighbourhood renewal, Community Cohesion Forum, Partnership Action Plans, Township Local Action Plans	WLCT Chief Executive	Cultural Partnership, Local Strategic Partnership annual review and self assessments. Monitoring Leisure Trust Partnership via Regeneration Panel.	M	H	Community Leadership Strategy. Revised partnership compact. Formal protocols being developed for members and officers involved in partnering. Extend the involvement of disabled groups.	*****	
Strategic	A place where people want to live	Good standard of living	Improved public facilities and amenities, improved image of the Borough, creation of employment opportunities	H	H	Major Capital Schemes: Leigh Sports Village, Wigan Pier Quarter, Joint Service Centre, Westwood Park	Chief Executive, SMT	Formal project management, regular reviews by Cabinet and SMT	H	H		*****	*****
Strategic	People reaching their full potential	Care and protection when life gets difficult	Improved outcomes in health and social care	H	H	Partnership with PCT, "In Control" and Direct Payment schemes, Partnerships for Older People Project (POPP)	Director of Adult Services	Integrated performance framework for health and social care, POPP monthly governance meetings,	H	H	Implementation of Adult Services Improvement Plan (following Deloitte's review)	*****	

Risk Category	Area of Risk (Links to the Corporate Plan)	Risk	Impact (if this risk materialises)	Inherent Risk - Severity of Impact	Inherent Risk - Likelihood	Actions/ Controls in Place	Responsible Officer	How the risks are being monitored	Residual Risk - Severity of Impact	Residual Risk - Likelihood	Further Action Planned and Ongoing	Monitor via Corporate Plan	Internal Audit Plan
Strategic Risks													
Strategic	Excellent Service Performance	Poor quality service delivery	Poor quality services to the Public. Loss of "4 star" Comprehensive Performance Assessment (CPA) rating, damage to reputation and morale, impact on relationships with central govt, increased inspections and costs, loss of freedoms, funding, loss of key staff	H	M	Council improvement priorities. Community Plan - Strategic Partnering arrangements, Community engagement to inform Council objectives and maintain involvement, Township meetings, Service Planning and Performance management, BVPI monitoring and Internal Audit review	SMT	Strategic Management Team (SMT) Quarterly Monitoring meetings. Annual CPA Risk assessment. Member Panel review of Service Plans and BV Improvement Plans. Internal Audit review of selected BVPIs	H	M	Embedding the developments in the Service Planning and Performance Management framework.	*****	
Strategic	Strong communities. A place where people want to live.	Ineffective development of community based projects.	Waste of resources, abortive efforts, community dissatisfaction, under-utilisation of assets, vandalism, neglect and deterioration of premises	H	H	Wigan's Strategy for School Places & Buildings, CYP Plan, Community Plan, Building Schools for the future, Primary Capital Programme pilot,	Dir of CYPS	Wigan's Strategy for School Places & Buildings". Capital Programme monitoring, Childrens Services Panel.	H	H	Achievement of the Buiding Schools for the Future programme.	*****	*****
Strategic	High Standards of Corporate Governance. Excellent Service Performance	Ineffective partnering arrangements	Failure to deliver planned outcomes, abortive time and financial input, damage to morale of participants, loss of credibility, impact on CPA status	H	H	Community Plan - Strategic Partnering, (regular monitoring of outputs and outcomes). Relationship management, follow up to External Audit review. Client Officers for each Partnership arrangement.	SMT	Performance Management (monthly/quarterly/annual meetings). Neighbourhood Renewal Unit (NRU) framework for LPSA's. Government Office assessments and meetings.	M	M	Register of all major partnership arrangements. Standard Risk Model for reviewing partnering arrangements	*****	*****

Risk Category	Area of Risk	Risk	Impact (if this risk materialises)	Inherent Risk - Severity of Impact	Inherent Risk - Likelihood	Actions/ Controls in Place	Responsible Officer	How the risks are being monitored	Residual Risk - Severity of Impact	Residual Risk - Likelihood	Further Action Planned and Ongoing	Monitor via Corporate Plan	Internal Audit Plan
Corporate	Risks												
Corporate	Excellent Service performance	Organisational remodelling	Reduction in service quality, reduction in morale, loss of experienced staff, expensive severance arrangements	H	M	Formal project management approach to the Support Services Review,(SSR) monitoring by SMT and key Members, detailed review of options and risks	Chief Executive	Progress reviewed via SMT	H	M	Customer services Review, SSR Implementation, service remodelling	*****	
Corporate	Organisational Development	Failure to improve (organisational culture, processes, people, outputs)	Stagnation, loss of innovation, loss of morale, reduction in service quality, damage to CPA	H	H	Best Value Performance Indicators and performance monitoring, CPA process, Manager's briefings, IIP; People Strategy, Wigan manager Programme	Chief Executive	SMT/CDT monitoring. Audit, Governance & Improvement Review Committee.	M	M	deployment of longer term (3 year) planning framework, workforce planning		*****
Corporate	Job evaluation, Single Status & Equal Pay claims	Failure to properly implement revised pay structures	Employee dissatisfaction, service disruption, increased costs, compensation claims	H	H	Collaboration within AGMA, collective legal advice taken, Project Team in place, compensation events ongoing, financial modelling developed, Liaison ongoing with Trade Unions and ACAS. Job evaluation interviews performed.	Chief Executive	SMT, Cabinet	H	H	Strategy for dealing with equal pay claims. Review of progress against job evaluation project plan. Financial modelling and strategy to meet any additional costs	*****	
Corporate	Corporate governance	Ineffective systems and management processes, potential for corruption, exceeding statutory powers	Failure to achieve objectives, poor standards of conduct and decision making, damage to reputation and morale, loss of credibility.	H	H	Constitution, Role of Statutory Officers, Local Code of Corporate Governance and compliance review, governance of the Planning process, Internal Audit Reviews and Disclosure Statements, Standards Committee, member training programme	Chief Executive, Dir of Finance & IT, Dir of Legal & Property, Director of Environmental Services	Ongoing review of Member conduct via Standards Committee and overall Governance arrangements through the Audit, Governance & Improvement Review Cttee. Production of Annual Statement of Internal Control. Relationship Management and meetings.	M	M	Conciliation and mediation process being developed. Recent appointment of Independent members to Audit Committee		*****
Corporate	Corporate Governance.	Ineffective project management (Capital Schemes)	Overspends and over-runs in capital programme, service improvements not achieved, or restricted	H	H	Capital Programme, Major capital projects working group. Expenditure Programmes individually monitored by respective member panels. Capital Programme Cabinet reports.	Dir of Finance & IT, SMT	Capital reporting via Cabinet and SMT.	H	H	Recruitment of Project Manager to implement a consistent approach to project management, formal monitoring process for key projects		****
Corporate	Corporate governance	Ineffective project or contract management (Revenue schemes - includes IT developments)	Failure of contractors to deliver according to contract and / or scheme objectives. Poor service delivery, increased costs	H	H	Formal approach to Project Management (eg PRINCE 2), formal project and contract monitoring procedures	SMT	Service plan monitoring, IT Strategy. NB: this issue applies to all areas so not feasible to monitor via a single point of reference.	H	M	Implement Annual Procurement report. Development of corporate standards for commissioning and monitoring, development of project management "culture"		*****
Corporate	Business continuity	Unable to deliver services	loss of : accommodation, key staff, records, IT services, funding, equipment	H	H	Services managed from a number of different locations; Service Planning which identifies significant risks relating to business continuity	SMT	Business Continuity Steering Group, Annual Review built into Service Plans	M	M	Embed business continuity and restoration planning into Service Plans. Specific Business Continuity Plans (BCP) for IT services and accommodation		*****
Corporate	Uncontrollable External Events	Civil contingencies - fuel shortages, flu pandemic or major incident eg. Gas explosion, terrorist incident or flooding	Service failure, evacuations and accommodation problems, infrastructure and property damage, compensation claims, reputational impact	H	M	Emergency Planning Annual Report. Emergency Plan, Community Risk Register, Statutory Undertakers' procedures and flood warnings. Development of corporate BCM procedures	Dir of Environmental Services	Dedicated Civil Contingencies Team, Inter authority working with other GM authorities	M	L	Schedule for testing of the Emergency Plan and reporting of results.		*****
Corporate	Management of assets	Poor asset maintenance and management	Deterioration of property, increased maintenance, accommodation and insurance costs, reduced capital values	H	M	Corporate Asset Management Plan, Corporate Property Strategy, Property PI's. Annual Report to SMT.	Dir of Legal & Property	Corporate Asset Management Team (8 weekly cycle). Annual report on Property PI's to SMT. SMT Accommodation sub group.	H	M	Corporate Property Strategy being developed. Re-establish the Property Risk Management Group		****
Corporate	Financial	Ineffective financial systems and /or management, including procurement processes	inefficient allocation and use of resources, overspending, staffing and service cuts, reputational damage	H	H	Independent review by Internal Audit, Formal approach to system development, development of core standards, training, Financial strategy, Procurement Strategy, Budget monitoring, reports to members	Dir of Finance & IT	Reporting to Cabinet(at least quarterly), SMT.	M	M	Adopt the Chartered Institute of Public Finance and Accountancy (CIPFA) model for financial management which aligns with the CPA Key Lines of Enquiry		****
Corporate	Financial	Missed funding opportunities	Reduced Funding, termination of projects, reduction in service levels	H	H	Maintain the profile of ensuring best use of resources (Gershon). Finance specialists support all key areas of service delivery to ensure resources are optimised. Performance monitoring for those areas where funding is dependent on effective performance.	Dir of Finance & IT, SMT	Major issues referred via SMT and Local Strategic Partnership (LSP) but this issue applies to all areas so not feasible to monitor via a single point of reference.	H	H	Include as a specific risk within scheme evaluations; obtain written confirmation of funding offers from government agencies		*****
Corporate	Policy	Loss of community cohesion, failure to achieve Equality Standard	Loss of credibility, damage to CPA status	H	H	Level 2 of Equality Standard achieved, Corporate Diversity and Equality Strategy, Race Equality Scheme. Mandatory Annual assessment	Director of Adult Services	Annual Cabinet Report. Diversity Champions Group (every 6 weeks). Reports to SMT and Audit Cttee. Quarterly Service Plan monitoring.	H	M	Achieve Level 3 of Equalities Standard, Raise profile of Equalities Actions within Service Planning process	*****	
Corporate	Health and Safety (H&S)	Death or serious injury of employee or service user (Corporate Manslaughter)	personal liability of members and / or officials, damage to reputation, compensation claims	H	M	H&S training, manuals and protocols, improved risk assessments and records for potentially hazardous situations, review of insurance fund. Authority Safety Committee chaired by Chief Exec.;	Chief Executive, SMT	Routine audits to assess staff awareness, Authority Safety Committee (every 4 months).	H	L	Risk register to prioritise safety inspections; Include H&S actions within Service Plans		****

Risk Category	Area of Risk	Risk	Impact (if this risk materialises)	Inherent Risk - Severity of Impact	Inherent Risk - Likelihood	Actions/ Controls in Place	Responsible Officer	How the risks are being monitored	Residual Risk - Severity of Impact	Residual Risk - Likelihood	Further Action Planned and Ongoing	Monitor via Corporate Plan	Internal Audit Plan
Service Related Risks													
Service Related	childrens services	failure to address the impact on the service of falling school rolls	Underoccupation of schools, unstructured investment decisions, school closures, public protests	H	H	Building Schools for the Future - School buildings strategy	Dir of CYPS	Quarterly. Strategic Partnership, Childrens Plan	H	M	monitor via corporate plan	*****	
Service Related	Adult Services Financial Management	Increased demand for services and Inability to control demand led budgets	Overspending, overstretching of staff, cuts in other service areas	H	H	Review of procurement of services. Increased frequency of formal Budget Monitoring	Director of Adult Services, Director of Finance & IT	Medium Term Financial Strategy, Review and reallocation of resources, Budget Monitoring	H	H	3 Year timeframe for service Planning Review whether there are additional benefits from the CIPFA model for financial management		*****
Service Related	Quality of service	Death or abuse of vulnerable service user	Service disruption, Loss of public confidence, litigation,	H	M	National care standards, formal care procedures, training, quality monitoring framework, food hygiene training and standards, internal checks, risk assessments	Directors of Adults and Childrens Services	Adult Services Panel, Children and Young Peoples Panel	H	L	monitor via corporate plan	*****	
Service Related	Quality of service	Poor performance or failure of the Leisure Trust	Reduction in service quality, impact on Community Plan objectives, impact upon CPA	H	H	Annual delivery plan, Partnership Manager, performance assessed against agreed targets and performance indicators	Asst Chief Exec	Performance Indicators monitored quarterly. Performance meetings, reports to Regeneration Panel	H	M	monitor via corporate plan	*****	*****
Service Related	Quality of service	Poor performance or failure of the Housing Arms Length Management Organisation (ALMO)	Reduction in service quality, impact on Community Plan objectives, compensation / disrepair claims, impact on CPA	H	H	Nominated Client Officer, Performance assessed against agreed targets and performance indicators	Director of Environmental Protection	Quarterly - regeneration panel, Bi-annual Cabinet	H	L	monitor via corporate plan	*****	*****
Service Related	Financial Loss	Financial viability of Direct Labour/Service Organisations (DLOs/DSOs)	Loss of business leading to unemployment and redundancies	H	M	Financial monitoring Contract Management Group	Director of Environmental Servies	Bi-monthly Contract Management Group	H	L	Financial Monitoring		*****
Service Related	Composition of land	Problems with contaminated land	Litigation, public health concerns, possible evacuations, financial costs, reputation, long term damage to infrastructure and environment	H	H	Ince Remediation Project, Contaminated land inspection strategy, Land Surveys, Raise Public Awareness/newsletters	Director of Environmental Services, Officers from ALMO	Formal Monitoring of Ince project. Annual Routine Inspection, formal action where needed with regular reporting to members	H	M	Analysis of inspections, Increased profile of inspection work		*****
Service Related	Financial Loss	Penalties for not meeting government targets and legislation, cost of landfill	Long term environmental problems, financial cost, loss of reputation, public health risks	H	H	Waste Disposal Strategy, Reports to Panel/Cabinet to evaluate options and submit claims for appropriate funding.	Director of Environmental Servies	CPA Action Plan, Performance indicators	H	H	Increase public participation in recycling initiatives; Analysis of Performance Indicators		*****

Risk Management Terminology

Risk Registers

Departmental Risk Register

Schedule of major risks facing each department produced by departmental management teams with input from all departmental employees (via EDNR and service planning framework, etc). Linked to service planning framework, updated annually (formally) and managed via the Service Plan monitoring process

Strategic Risk Register

High level Risk Register produced by the Strategic Planning Group and drawn from the Vision Statement, Community Plan, Issues Paper and Departmental Risk Registers. It includes strategic and significant corporate and service-related risks. Approved as a strategic document then incorporated into the Corporate Plan for formal monitoring. Also informs strategic Internal Audit Plans.

Risk Categorisations

Inherent Risk

The risk facing the Authority if no controls were in place or no actions being taken in respect of the issues identified.

Residual Risk

The level of risk remaining after initial remedial action has been taken to minimise the inherent risk.

Strategic Risk

Risks that relate directly to the achievement of the Council's strategic objectives as detailed within the Council's Vision Statement, Community Plan and Corporate Plan

Corporate Risk

Risks which impact on a number of departments and/or services, where a corporate and/or consistent approach is needed to ensure the issues are appropriately addressed. These are generic risks that appear in a number of different departmental risk registers.

Departmental (service-related) Risk

Risks identified within individual services that have a major impact upon the Council. These issues should be detailed within departmental risk registers and, if they are perceived to be significant, also within the department's Service Planning documentation

Abbreviations:

BVPI - Best Value Performance Indicator

SMT - Strategic Management Team (formerly COMT - Chief Officers' Management Team)

CPA - Comprehensive Performance Assessment

Guidance on assessing the implications of individual risks:

Score	SEVERITY / IMPACT	LIKELIHOOD / PROBABILITY
H	Financial impact of £5 m or more Prevents the achievement of a strategic objective Prevents the achievement of significant operational objective(s) Very difficult and possibly long term recovery Creates major stakeholder concern	Almost certain to occur within one year (e.g may be a recent occurrence or a history of occurrence)
M	Financial impact of £2 m or more Delays the achievement of a strategic objective Delays the achievement of an operational objective Medium term effect which may be expensive to recover from Creates moderate stakeholder concern	Feasible within 12 months but highly likely to occur during the five year strategy period (e.g may be history of occurrence or difficulties in control / judgement)
L	Financial impact of £100k or less Low impact on a strategic objective Low impact on an operational objective Can be easily remedied Low stakeholder concern	Not likely to occur over the five year strategy period (e.g may be no history of occurrence or evidence of strong controls)
This applies to: INHERENT RISK ie what would be the situation if no controls or checks were in place RESIDUAL RISK ie perception of the current situation, taking account of existing controls or checks		

Appendix 2

Our Performance in 2006/07




This section of the plan shows how we performed last year for our key performance indicators. The performance tables are grouped under our vision objectives. For our three key objectives, 'People reaching their full potential', 'Strong Communities' and 'Places where people want to live' we have also shown our performance under the sub objectives that contribute to our achievement of these. Under each section there is also a list of the key tasks. These are the important actions that will help us to achieve our corporate objectives or are the actions we need to take to help us manage the risks which may affect or enhance our success.

It is important to note that the data presented here has not yet been subject to external audit. And so, may change. We will update our performance information on our website if there are any changes. We are committed to presenting our data in a user friendly way and aim to make it as clear as possible. The quality of our data is extremely important to us as an organisation and we have many processes to ensure that our data is as accurate as possible. We will continue to make any improvements needed to secure the quality of our data.

1. People reaching their full potential



Key Performance Measures	Comm.	LAA	Corp.	CPA	BVPI	Responsible Officer	Last Year (2006-07)		Targets			
							Target	Actual	2006-07	2007-08	2008-09	
GCSE average points score	X	X	X			Ged Rowney	340	366.5	★	342	363.1	370
Looked After Children with 3 or more placements in a year		X	X		X	Ged Rowney	9.5	12.5	▲	9	9	9
Life expectancy – female*	X	X	X				79.4	79.4	●	79.5	79.9	80.2
Life expectancy - male*	X	X	X				75.1	75.1	●	75.4	75.9	76.3
Physical activity - sedentary adult	X	X	X			Nick Colledge	2750	3775	★	2750	-	-

Appendix 2


Key Performance Measures	Comm.	LAA	Corp.	CPA	BVPI	Responsible Officer	Last Year (2006-07)		Targets			
							Target	Actual	2006-07	2007-08	2008-09	
Reviews of child protection cases			X		X	Ged Rowney	100	100		100	100	100
Adults with support needs helped to live at home per 1,000 population			X			Bernard Walker	9.9	12.9		12.9	12.9	12.9
% schools achieving Healthy Schools Standard Level 3		X	X			Ged Rowney	71.53	76.39		90.28	92.86	92.86

*Life expectancy levels are provided by Department of Health. The most recent available data is a rolling average for 2003-05.






2. Strong Communities

Key Performance Measures	Comm.	LAA	Corp.	CPA	BVPI	Responsible Officer	Last Year (2006-07)		Targets			
							Target	Actual	2006-07	2007-08	2008-09	
% residents who feel people from different backgrounds get on well together			X					50				
Racial incidents reported per 100,000 population			X	X	X	Ian Harrison	46.53	63.58		46.53	46.53	46.53
% of residents who have participated in			X			Rodney Hill	86	62		65	66	67






Appendix 2

Key Performance Measures	Comm.	LAA	Corp.	CPA	BVPI	Responsible Officer	Last Year (2006-07)		Targets		
							Target	Actual	2006-07	2007-08	2008-09
community, cultural & leisure activities in last year											
Visits to libraries per 1,000 population			X	X	X	Ian Bancroft	3928	3882.65 	3928	3970	4049



3. Places where people want to live

Key Performance Measures	Comm.	LAA	Corp.	CPA	BVPI	Responsible Officer	Last Year (2006-07)		Targets		
							Target	Actual	2006-07	2007-08	2008-09
BSC 10 Number of BCS comparator crimes		X	X	X		Ian Harrison	17640	18254 	16538	16538	16538
% People who worry about becoming a victim of car crime	X		X			Ian Harrison	13		12	12	
% People who worry about becoming a victim of burglary	X		X			Ian Harrison	18		17	17	
% People who worry about becoming a victim of violent crime	X		X			Ian Harrison	17		16	16	
% local residents who consider that they live in a decent home they have			X			Ken Wardale	85	78 	85	85	85

Appendix 2

Key Performance Measures	Comm.	LAA	Corp.	CPA	BVPI	Responsible Officer	Last Year (2006-07)		Targets			
							Target	Actual	2006-07	2007-08	2008-09	
chosen & can afford												
% Council houses not meeting the decent homes standard			X	X	X	Elspeth Brighton	16	16		12	10	6
No. of unfit private sector homes made fit or demolished			X			Anees Mank	180	200		184	188	192
% Household waste recycled or composted			X	X	X	Gary Taylor	20.76	21.87		23.1	23.1	23.1
% Change in all people killed / seriously injured from the previous year			X		X	Mark Tilley	-2.5	8.3		-4.3	-5.4	-5.7
% Change in children killed / seriously injured			X		X	Mark Tilley	8	20		-3.7	-7.7	-8.3

4. Effective Community Leadership

Key Performance Measures	Comm.	LAA	Corp.	CPA	BVPI	Responsible Officer	Last Year (2006-07)		Targets			
							Target	Actual	2006-07	2007-08	2008-09	
LSP accreditation			X			Simon Dale	26	26		26	26	26
% residents motivated to influence the work of the			X			Joyce Redfearn	30	24		32	34	-










Appendix 2

Key Performance Measures	Comm.	LAA	Corp.	CPA	BVPI	Responsible Officer	Last Year (2006-07)		Targets	
							Target	Actual	2006-07	2007-08
council over the past year										
% People undertaking voluntary activity		X	X			Joe Blott	13,800	?	14,200	
% residents taking part in community work or activity on a voluntary basis	X		X			Joe Blott	11	?	13	15

5. High Standards of Governance

Key Performance Measures	Comm.	LAA	Corp.	CPA	BVPI	Responsible Officer	Last Year (2006-07)		Targets			
							Target	Actual	2006-07	2007-08	2008-09	
VPV5.03 Equality Standard for Local Government						Andrew McCorkle	2	2	●	3	3	4
VPV5.04 Duty to Promote Race Equality						Andrew McCorkle	57.89	63.16	★	73.68	73.68	84
VPV5.05 % Working days lost due to sickness absence						Linda Jackson	10.47	12.81	▲	10.47	10.47	10.47
VPV5.05 b % sickness absence						Linda Jackson	4.57	5.72	▲			
VPV5.13 No. Ombudsman findings of						Susan Lowe	0	0	●	0	0	0

Appendix 2

Key Performance Measures	Comm.	LAA	Corp.	CPA	BVPI	Responsible Officer	Last Year (2006-07)		Targets	
							Target	Actual	2006-07	2007-08
maladministration										
6. Excellent Services										
Key Performance Measures	Comm.	LAA	Corp.	CPA	BVPI	Responsible Officer	Last Year (2006-07)		Targets	
							Target	Actual	2006-07	2007-08
VPV6 04 Overall satisfaction rating with the council						Joyce Redfearn	70	50		
VPV CPA Social Care Adults score						Bernard Walker		3		
VPV1 10 CPA score for children and young people						Ged Rowney		3		
VPV2 11 CPA Culture score						Rodney Hill		2		
VPV3 12 CPA Housing score						Ashely Crumbley		3		
VPV3 21 CPA Benefits score						Joe Feeney		3		
VPV3 26 CPA Environment score						Martin Kimber		3		
VPV6 03 CPA overall rating						Joyce Redfearn		4		
VPV6 10 CPA Use of Resources score						David Smith		4		

Corporate Plan 2007/08

Proof



Building
the future
together

A place where people matter and you can afford to live the life you want.



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Appendix 1 Strategic Risk Register

Appendix 2 Our Key Measures and Tasks

Proof

A message from the Leader and Chief Executive

Welcome to Wigan Council's Corporate Plan for 2007-08.



Councillor Peter Smith
Leader of the Council

Building the future together - A place where people matter and you can afford to live the life you want.

This is the council's vision and describes where we want to be in the future. It has been agreed and is shared with all partners and is set out in the Borough's Community Plan. This plan sets out how the council will contribute to achieving this vision for the people of Wigan.

We share this in more detail on **page 9**.



Joyce Redfearn
Chief Executive

We have also set ourselves four priority themes which apply across the whole of our vision and the services that we deliver. They are set out in more detail on **page 15**. These are:

- **focusing on borough-wide priorities;**
- **renewing our focus on customers and equality and diversity;**
- **joining up services better to meet customer needs; and**
- **pursuing value for money in delivering services.**

After setting out the context for Wigan Borough, Wigan Council and the council's vision, the plan goes on to summarise, how we will achieve our vision and priority themes. It then shows how we focus on our customers and use our resources effectively. Key performance measures and tasks are attached as appendices to this document along with our risk register.

This plan is aimed mainly at our employees, Councillors, partners and local people. But it will also help government agencies to understand us. It is published on our website with printed copies being available from libraries and from j.gibson@wiganmbc.gov.uk. Some of the terms used may be new to some readers so we have included a 'jargon buster' on the council website - follow the links from our home page at <http://wm05/jargonbuster/>. We have kept the Corporate Plan simple so it only contains summary information. There is a lot more information on our website at www.wiganmbc.gov.uk or you can e-mail Julie Gibson j.gibson@wiganmbc.gov.uk or by telephone on **01942 828031**.

The year ahead

This year's Corporate Plan sets out a challenging and exciting way ahead for the council. We are confident that it will help us achieve our vision, and priority themes, whilst we continue to provide high quality and improving services to those who live and work in Wigan.

This year we have included residents' comments on how they feel we have achieved our vision for them. We hope you find their comments interesting. **See page 10.**

Last year we saw the publication of several highly favourable inspection reports into services that we provide, including:

- a corporate assessment of performance and achievements;
- a review of services for children and young people; and
- adult social care services and how we use resources.

These results formed part of the wider inspection framework known as Comprehensive Performance Assessment (CPA). We have once again maintained our four star status under the new 'harder test' from the Audit Commission.

This is a real tribute to our staff and councillors and the way they do their utmost to provide the best possible services in the borough. We do a lot of things very well, but know that there's no room for complacency and that we must never stop trying to improve.

We are aware of what we need to do so that we can better serve residents and customers. Residents tell us that the big issues and concerns for them are around feeling safe and the cleanliness of the places they live. People tell us they want to feel proud of their local areas and many already do. Addressing "crime and grime" are therefore top priorities for us. We are joining up services in neighbourhoods, following the review of Environmental Services, so that we can respond quicker to the things that really matter to local people.

We know that we must use resources effectively so that we can provide value for money services that meet need now and in the future. This is one of the reasons behind our review of support services <http://boston/geninfo/supportservices.htm>, which looks at how we can deliver these services in a more joined up way to support our front line services and customers.

The quality of life for many people across the borough has improved. But in some areas and within some communities deprivation and inequality remains. We need to work hard with all our partners, locally and across the City region, and with communities, to address these intractable problems.

All this goes some way to demonstrating excellence in everything we do. It shows our commitment to becoming a truly outstanding council and will help us to achieve our vision. We hope you find the plan useful.

Wigan Borough

About our borough

Wigan is the largest of ten boroughs in Greater Manchester. It is a green place as over three quarters of the Borough is open country.

The borough is at the heart of the North West region, mid-way between Manchester and Liverpool. It is a key stop on the West Coast main line railway and at the hub of four major motorways.

301,000 people live in 132,000 households. There's a great range of affordable private housing and massive investment to improve all 25,000 council homes.

Public services are excellent. We have been rated as a 'four star' authority for the last four years by the government.

But - there are still high levels of need. Fear of crime is still a big issue for local people, although crime rates are falling. One in seven people live in areas of deprivation. Life expectancy is improving, but at a slower rate than the rest of the country. One in three adults have no qualifications and wages locally are low. Access to amenities such as cinemas, restaurants and heritage sites score low when compared nationally. So we need to work hard with all our partners to ensure that everyone in our borough benefits from its many advantages.

This plan, along with our community plan and Local Area Agreement (LAA), outlines the progress we are making on these issues by setting ourselves priorities with realistic measures and targets to achieve real improvements in these areas.

Community plan

The community plan sets out key issues and goals for the borough towards 2010. By working in partnership, we have achieved a great deal, but there's still more to do. The plan details how we have consulted and involved a wide range of people and organisations in a variety of successful projects and initiatives. It defines key issues facing the borough — as well as many of the Government targets we have to meet. It reaffirms our commitments for the next 5 years and, perhaps most importantly, offers information about how individuals, groups, community networks and Townships can contribute. <http://boston/pub/commplan/commplan.pdf>



Title: "Misty Morning" Photographer: Andrew Busby
Location: Copperas Lane, Haigh

Local Area Agreement

Local Area Agreements (LAAs) are special agreements negotiated between a council and the government. They allow us to merge a wide range of grants paid to the council for specific purposes and reduce bureaucracy in dealing with central government to help us focus on key national and local priorities in the borough.

Wigan has had a LAA since 2005. We were one of the first of 10 across the country and our current agreement expires on 31 March 2008. We have learned a lot over the past three years, not least about the challenge of securing agreement with so many different layers of government. Our agreement has led to many positive outcomes for local people and partners.

LAA's have evolved and the recent Government White Paper, "*Strong and Prosperous Communities*" puts them firmly at the centre of future relationships between central, regional and local government. They are also now the cornerstone of the new area performance management framework after 2008 when the Comprehensive Performance Assessment comes to an end.

Performance against our targets in the current LAA remains good and in some areas we are exceeding the target levels. However, we still have more work to do in relation to targets around health, particularly life expectancy and cardio vascular disease, and unplanned bed days. And we must look at some aspects of crime and the perception of anti-social behaviour.

If you would like further information about the LAA please telephone **Alan Dunn on 01942 827773**. Or visit our website on: <http://www.wigan.gov.uk/Services/CouncilDemocracy/PerformanceInformation/LocalAreaAgreement/>

Proof

Wigan Council

Wigan Council is a Metropolitan Borough Council. We deliver all local council services within the borough except Fire and Police, which are delivered by separate single purpose authorities across Greater Manchester.

In 2007-08 our services (not including schools, which are now funded through direct grants) will cost just over £210 million net.

Management of the council and our services is through elected Councillors working in various constituencies, committees, panels and partnerships together with directors and people in departments who are employed by the Council. Here is a link showing how the council is organised: <http://boston/pub/council/guidetowigan/councilorganised.htm>

The Council is currently made up of six departments delivering services to residents and visitors to the borough.

Adult Services	Chief Executive's	Children & Young People's Services	Environmental Services
<p>Range of services to enable people to live life as independently as possible, including:</p> <ul style="list-style-type: none"> Older People People with learning disabilities People with physical disabilities and sensory loss, and People with mental health problems Carers <p>Help with work and learning, leisure and day services, housing related and residential services.</p>	<p>Democratic Services Press & Public Relations Print Mayoralty Policy & Performance AGMA Secretariat Corporate Personnel Community Engagement Procurement</p>	<p>Learning & Attainment Care & Inclusion Engagement Management & Development</p>	<p>Urban Renewal Food Safety Trading Standards Pollution Environmental Improvements Licensing Community Safety Highways/Traffic Bridges Drainage Refuse Street Lighting Transport Street Cleaning Development Control Economic Regeneration Building Control Land Reclamation Environmental Planning Forward Planning</p>
Finance & IT	Legal & Property		
<p>Council Tax Benefits IT/Computer Services Accountancy Financial Planning Internal Audit</p>	<p>Legal Services Legal advice on all aspects of the council's functions Management of the council's estate Land charges</p>		

Changes to Departments of the Council

Environmental Services Department

Last year a major change to the structure of departments took place. This change brought together three departments to form the new Environmental Services Department. This new department has five divisions, and has an important role in making Wigan Borough a prosperous and attractive place to live. This means:

- **planning for jobs, homes, shops and leisure;**
- **protecting our residents; and**
- **improving the environment to ensure that everyone in the borough, regardless of age, gender or affluence, share in the opportunities on offer.**

This transition will enable us to focus firmly on improving the quality of life for local people in the areas they have identified as being important to them in the most efficient way.

Support Services review

We mention on page 3 how we need to transform services if we are to achieve the challenges set out by central government and to meet local need. One way in which we will do this is by reviewing the potential models for delivering support services. The recommendations from this review propose a new unified service delivery model for Finance, HR and ICT to improve quality, customer focus and efficiency.

This model will give a single service, with a consistent approach to service delivery, using the same systems and processes. We believe this will result in a 'one council' approach to delivering support services. These recommendations will be implemented over a three year period up to 2010. They will also include a clear strategy for organisational development that will help us make sure our employees have the right skills, behaviours and support to deliver our vision for support services.

It is an inevitable part of working in local government that we will undertake service reviews and identify efficiency savings. Changes in legislation can often result in the need for changes to the way we work. The new performance framework we are implementing for support services will help us to identify on an ongoing basis how well we are performing and areas for improvement.

Proof

Council Vision, Purpose and Values

The council's **vision** describes where we want to be in the future. We have a major part to play in ensuring we achieve this vision for local people. This Vision has been agreed and is shared by all partners and is set out within the community plan.

Building the future together – a place where people matter and you can afford to live the kind of life you want.

Our vision is supported by a range of objectives and key internal drivers, which are shown on the next page.

Our **purpose** describes our role in making that Vision happen. **We think our Purpose is to listen, lead and perform.** We must:

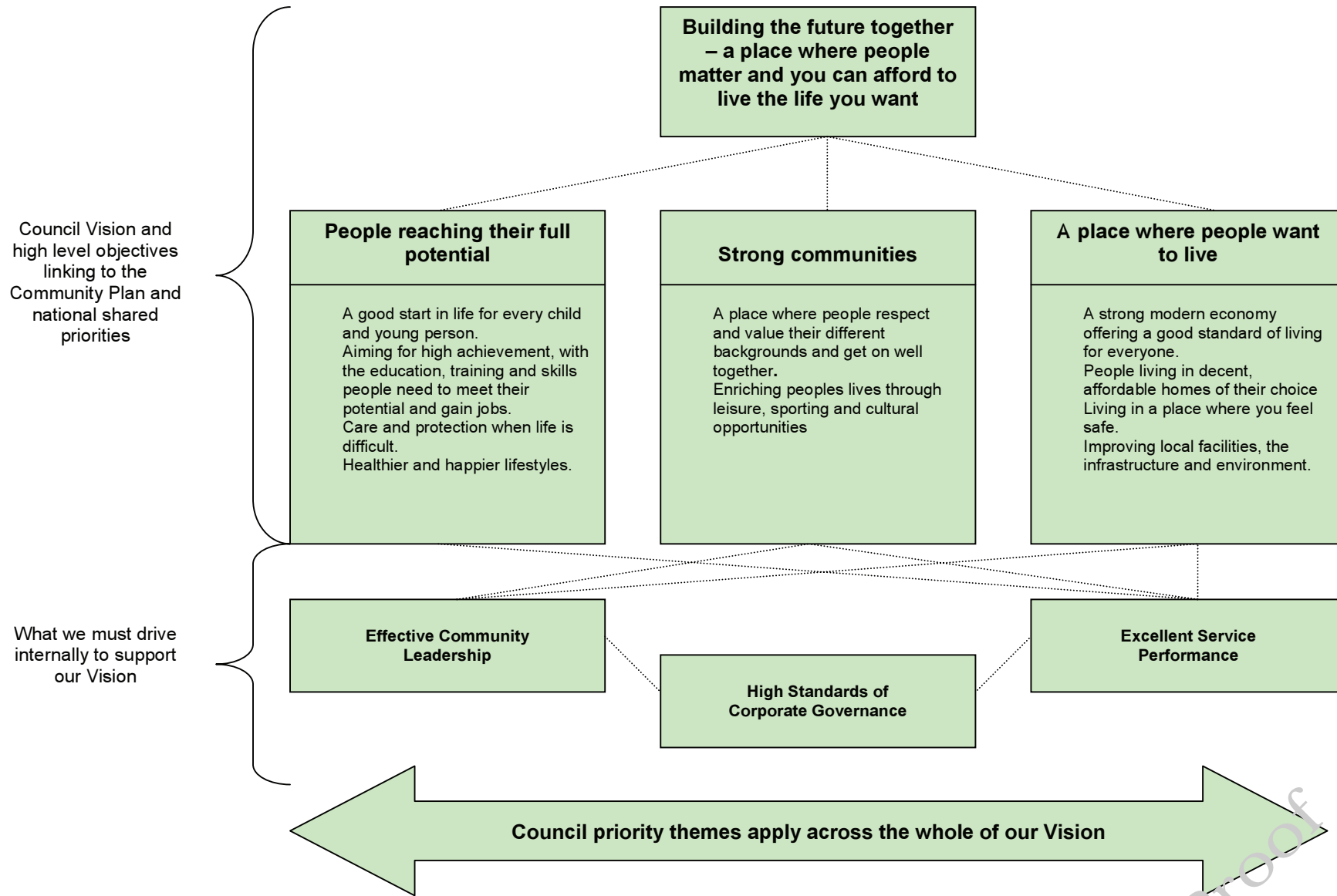
- **listen** to local people, understand what affects the borough and use that information to prioritise what we do.
- **lead** the community by helping people and organisations to work in partnership for the good of the whole borough.
- **perform** to the high standards people expect of us and make sure that excellent services are available to meet local needs.

Our **Values** describe the expectations of how we will behave:

Leading by example	Setting high standards	Open and honest	Focusing on performance
We encourage people to be actively involved in society and take responsibility for themselves	We are responsible to, and answer to, the Government, those who use our services and the whole community	We are honest about what we can and cannot do	We design our services around customers' needs and improve them whenever we can
We promote a society where people from different backgrounds are all involved, respected and get on well	Everything we do is legal and ethical	We listen to, and regularly and honestly communicate with, local people and our employees	Our decisions are based on evidence of what does and does not work
	We value, develop and protect our employees so they can deliver the best possible services	We are open to the views of local people and our employees	We constantly learn from our performance
	We recognise the contributions made by our employees and partners	We are willing to learn from our experiences and from others outside the council	We use our resources effectively to provide good value for money

Proof

Our Vision



Proof

How we are delivering our vision

In this next section, we demonstrate some of the ways in which we have achieved our vision for local people under our high level objectives.

Helping people reach their full potential

- A good start in life for every child and young person.
- Aiming for high achievement

Sure Start has a range of services to help parents with children under five across the borough. It's part of our Children's and Young People's services and is there not just to help give children a great start in life but to help parents and carers realise their own potential.

"Sure Start was a breath of fresh air," says Lesley, who is parent to Sam and Olivia. "The play sessions gave me lots of ideas for things to do when I got home and the parent/carer coffee mornings meant I could have a proper conversation without talking about potty training or first teeth".



Sure Start was there for Lesley when baby number two Olivia came along. She enrolled on a 'cooking on a shoestring' course and another called 'kids don't come with instructions' which was great in helping Sam through the terrible twos.

She decided to help the organisation that had helped her so much by becoming a volunteer. Volunteer work quickly grew from office work to having a say in the running of the organisation.

Lesley returned to college and finished the degree she had started many years earlier. Again Sure Start crèche facilities were an invaluable study aid for the hard working mum.

"I truly believe that without the influence and confidence I gained through volunteering for Sure Start and the help I received, I would never have returned to college. It boosted my self-esteem enormously".

"I have belief in myself and I have qualifications and training that I have accessed through Sure Start. It has opened many doors for me and presented me with opportunities that would never have been possible".

Care and protection when life is difficult.

The Supported Employment Service helps people with disabilities or mental health problems to find and retain employment in the local community. They are part of our Adult Services Department.

Lisa is a thirty five year old who has learning disabilities. Over the past eight years she has been supported by the council to get a job with a local primary school. Her placement was set up with the head-teacher initially as one day a week, assisted by a key worker from the supported employment service.

Lisa was then asked to increase her days to three days a week, carrying out tasks such as sharpening pencils, cleaning paint trays, helping the children with small tasks and generally preparing the classroom. She receives a wage and is well respected by staff, parents and children.

Lisa says: "The children call me Miss Bradbury. If I didn't have this job I would be bored and sat in my bedroom all day. I love going to my placement, it makes me feel happy and makes me smile".

Her mum June adds: "If Lisa hadn't been given this opportunity and support she wouldn't have the independence and respect that she has gained. She feels valued and supported which gives her confidence to try new things all the time. This has helped Lisa to gain the best possible quality of life".



Building Strong Communities

A place where people respect and value their different backgrounds and get on well together

Across the borough, ten township forums bring together local councillors, community organisations and representatives of local public services like the police and the council. Township forums decide their own priorities, and in Leigh a very important task is building good community relations.



Everyone needs good neighbours...

The Leigh Township Forum's Neighbours Project was launched last year as a bid to try to get the views of residents on a whole host of important issues. There are more and more people from different ethnic and cultural backgrounds settling in the town. The aim is to promote knowledge and understanding between people from different communities and different backgrounds and to celebrate the spirit of being a good neighbour.

Joint chair of the forum Pam Stewart explains: "The project is about encouraging people to get to know a little about their neighbours and other people they meet during their daily life and breaking down the barriers between people of different ages, lifestyles and backgrounds".

Township manager Andrew Sharrock adds: "The aim is to break down barriers, bust myths, develop and build mutual understanding and respect between people of different cultures, races, ages faiths and lifestyles. It's an incredibly important piece of work".

By encouraging children of different cultural backgrounds to share positive leisure time experiences with one another, the forum hopes to create an environment in which young people from different ethnic backgrounds can forge long-lasting positive relationships.

Enriching life through cultural and leisure activities

Wigan Leisure & Culture Trust is a charitable trust working on behalf of the council to manage leisure and cultural facilities, initiatives and events for residents across the borough. The Trust's Sports Development Unit aims to create opportunities for everyone to take part in sport and active recreation.

Sharon Seaton coaches Westleigh Basketball Club. The dedicated volunteer gives up at least 14 hours a week delivering coaching sessions. She has significantly increased the number of school children taking part in basketball



Sharon Seaton receiving her Greater Manchester Awards Coach of the Year Award from 12-times paralympic medalist Marc Woods.

The Sports Development Unit encouraged her to take her coaching qualifications and now Sharon has been voted Coach of the Year for 2006 at the Greater Manchester Sports Awards. She was automatically nominated when she received the Coach of the Year award at the Wigan Borough Sports Awards in January.

Sharon says: "I think this award is testimony to how sport can make a positive difference to young people's lives."

Rodney Hill, Chief Executive of the Trust, says: It's people like Sharon who make such a huge impact in their community, so it is great to see her pick up this honour. We will continue to support Sharon and hope her efforts and achievements inspire other coaches across the borough to continue with their great work".

Proof

A place where people want to live

Living in a place where you feel safe.

Partnership is a big priority for the council and we work with charities, voluntary groups and other public services to make sure our services are as good as they can be.

An initiative aimed at keeping elderly people safe in their homes is proving to be reassuringly simple.

Council staff who visit residents in their homes now carry a small laminated card which reminds them to use the visit as an opportunity to check security with householders.

The card carries four important questions...

- Was a safety chain fitted?
- Did the householder use it?
- Were you asked for your identification?
- Was it examined?

The visiting officer will then advise the householder to use the Safety Chain Code with the theme **'If in doubt - keep them out'**.

The other side of the card carries useful telephone numbers of organisations that can give advice and help about safety and security, such as Age Concern, Victim Support, Greater Manchester Police, Wigan Council's Careline, and Care and Repair.

Martin Kimber, Director of Environmental Services said, "This initiative is one which we hope in time to be able to extend to all council officers who regularly visit elderly people in their homes. It is another example of our partnership working. We are quite determined to do everything possible to safeguard our residents, particularly the elderly and the vulnerable".



Builder Colin Hunter, Karen Spencer team Leader for the Care and Repair organisation, and Robin Abraham, Senior Technical Officer with Wigan Council Environmental Services.

Improving local facilities, the infrastructure and environment.



The Street Scene team is part of the council's Environmental Services Department. The team has links with many residents' and community groups, schools and volunteers who have an interest in improving the environment of Wigan borough through bulb and tree planting, clean up events and education.

Barbara and Anne, pictured left, have been involved with the council's Street Scene team improving flower beds all around town throughout the summer.

Anne says: "These flowers are here for everyone to enjoy; people don't realise they can have their say about what they want to improve their town. It's more fun than staying at home with the vacuum – you can see your handywork for years to come".

The work is co-ordinated by the council, but assisted by people from the British Trust for Conservation Volunteers like Steve Topping. Steve says: "We're planting perennials today on Darlington Street, which will give a great show next summer. In the last few years, we've worked with the council to add millions of bulbs and flowers to brighten up the town. And we need more helpers, people from the community who can give a bit of time to help shape their own environment".

Proof

What we hope to achieve over the next year under these objectives

Here are some of the things we'll be doing to ensure we continue to provide excellent services:

Helping people reach their full potential



- ✓ Reducing hospital admissions
- ✓ Helping people with mental health problems into training, volunteering or work
- ✓ Ensuring that by working together with other agencies, including the private sector and the voluntary and community sector, we can meet the needs of our older people
- ✓ Developing an exciting curriculum
- ✓ Increasing the presence and achievement of vulnerable pupils in mainstream schools
- ✓ Encouraging more young people to take part in physical activity and school sport
- ✓ Engaging the borough's young people in the "Great Debate" about relationships and responsibility
- ✓ Helping people find work



Building strong communities



- ✓ Supporting service user and carer groups to develop social enterprises
- ✓ Developing stronger, township-based community structures that enable residents to have a bigger influence on the way that their services are delivered and increase the level of voluntary and community activity
- ✓ Achieving our plans for promoting equality and diversity across the borough



Places where people want to live

- ✓ Implementing a “Things to Do, Places to Go” strategy providing accessible opportunities to young people
- ✓ Implementing our transport strategy
- ✓ Developing our waste strategy
- ✓ Making the best use of the existing affordable housing stock and encourage new affordable housing via the planning system



Looking forward through our priority themes for 2007- 8

We have agreed priority themes which apply across everything we do. These are significant areas where either financial or service performance is below target or national, or where local drivers mean improvement or a revised approach is necessary. These will have an impact upon our vision and all the services we deliver. They will be given special emphasis in our departmental and other plans. They have influenced the budget for 2007-08, and our medium term financial strategy, and are discussed in further detail within our issues paper.

<http://boston/geninfo/issues2006-07.pdf>

Our priority themes and key improvement tasks for 2007/08

The tasks listed below are the things we need to do to continue to improve across the organisation. Some are specific to one or two service areas but the majority are important to us all.

<p>Borough wide priorities</p> <ul style="list-style-type: none"> • Deliver responsive services that meet our residents needs • Improve and develop our approach to commissioning with our partners in order that we can provide or commission differentiated services based on the needs of priority neighbourhoods or communities of interest. • Working with our partners to ensure social, economic and environmental sustainability. • Understanding the new strengthened role of LAA's and proposals for a new performance management framework 	<p>Joining up services</p> <ul style="list-style-type: none"> • Deliver the improvements outlined in the Environmental Services review to stimulate the economy, address transport issues and environmental issues including waste management. • Ensure effective support services are delivered that enable us to provide or commission customer focused services. • Encouraging greater community and voluntary sector participation to help us to deliver improvements in local areas to meet need. • Develop closer working relationships with the Primary Care Trust at all levels to enable us to jointly commission services based in local communities, bringing care closer to home, and giving people a wider choice of services. • Review how we collect and manage information and knowledge so that it meets our strategic and regulatory requirements.
<p>Renewing our focus on customers, including equality and diversity</p> <ul style="list-style-type: none"> • Understanding rising customer expectations and making progress on the customer relationship management strategy to ensure the Joint Service Centre is delivered successfully providing locally delivered services that meet need • Ensure we have greater impact in valuing diversity and achieving community cohesion. • Working to extend customer choice and personalising services to meet people's need 	<p>Pursuing value for money</p> <ul style="list-style-type: none"> • Continue to challenge traditional models of service delivery so that we can secure value for money in the service we provide or commission • Be ready to respond to the Comprehensive Spending Review 2007, covering the period 2008-2011 which will really test out our approach to efficiency

Proof

Focussing on our customers

We are getting to the heart of what really matters to our residents. Our Citizens' Panel continues to tell us and our partners about our residents' preferences and priorities, the Readers' Panel helps us to provide information to our residents that makes sense and is understandable. When we need to look at an issue in more depth we ask the Discussion Panel.

This year we have had the results from the three yearly Best Value General Survey. This survey looks at many aspects of the council's work together with what makes Wigan a good place to live.

These surveys have revealed the following areas as being what matters most to our residents:

- Lack of activities for teenagers
- The level of traffic congestion
- Crime and grime

In the main our customers and residents tell us we are improving services, especially our waste and recycling services. However many people believe that most council services have not changed over the last three years. So we need to get better at showing them how services have improved.

As well as undertaking surveys, specialised and specific work is carried out to really understand what our residents think of us and what they need in their areas through regular feedback from Townships, community and interest groups.

Almost 1000 users of adult services told us what they thought of the help they get from us

"My mother attends the Central Day Centre in Wigan. I would like to thank them for their support, understanding and care they provide. The staff there are lovely with the elderly and made such a difference to my mum".

Over 1700 primary school children told us about their aims for the future and how we could make them feel happy, healthy and safe

When I leave school I want to :

"Be a dance teacher and make my mum proud".

"Work for charity, be an author or an Olympic swimmer".

Email from a resident to traffic engineer: in Environmental Services:

"I would like to thank you for approving my application for a disabled parking bay...it has already made a great difference to my ease of parking. My thanks also go to the workmen who carried out this work".

Helping communities to develop and manage services in their own area, such as Abram Community Centre.

"Abram Community Centre will be at the heart of the village's life for many years to come".

Proof

Our vision for transforming customer services and the Joint Service Centre

The Joint Service Centre (JSC) project is a Public Finance Initiative (PFI) project, which is a long term design, build, finance and operating contract (25yrs). This means, that the council, our key partners, and the community will benefit from significant private sector investment as well as government funding (in the form of PFI credit) through the project.

The JSC will be a multi-service centre that provides a variety of customer-focused services through a one-stop shop. Advice and direct services from our public sector partners (police, fire, health agencies and the voluntary sector) will also be available.

The type of services provided will include:

- **An Information and Learning Zone** – incorporating a One Stop Shop and a new library.
- **A Neighbourhood Zone** – a range of services directly affecting the community including, for example, those relating to crime and grime and the provision of links to the fire, police and voluntary services..
- **A Healthy Living Zone** – joining up health, social care and leisure facilities including a new swimming pool and primary care facilities.

Services will be designed and delivered to meet customer need resulting in customers feeling that public services are approachable and responsive and available in a variety of ways and times of day.

We have achieved a great deal in recent years to improve services for local people – but we know that community expectations are rising, our external challenges are becoming tougher, and we need to demonstrate more and more efficiency in how we commission and deliver services. The JSC will be a catalyst to help achieve this. We also know that we will not improve by simply working harder – we need to be smart, look to the future and transform this organisation. We want to be in the right shape to meet the challenges ahead.

Our JSC and associated information points will, therefore, focus on provision of our most commonly used services, putting the customer at the centre of what we do. Development of both people and systems will be a key component of the project in order to ensure that we transform our services and organisational culture before commissioning the JSC. Pilot developments will be a feature of this transition.

The Joint Service Centre is an exciting opportunity to assist with the way that we transform our services with our partners for the future.



Our resources

Having set the council's priority themes, we want to make sure that we focus our resources on these themes, and manage our assets and financial resources well.

Workforce

Our success in providing good quality services relies substantially on the contribution our employees make to the planning, development and delivery of those services.

We recognise that for our employees to deliver customer-focussed efficient services we need to continuously invest in them and ensure they are appropriately trained in these times of rapid change and continuous improvement. We ensure that major workforce issues or strategies link to our vision by:

- structuring our Corporate Awareness training around our vision;
- ensuring our employee development reviews include discussion around how employees contribute to the aims of their department;
- continuing to highlight our achievements through Investors in People; and
- developing our People Strategy and workforce development plans which integrate with our service plans.

Our People Strategy will promote greater efficiency, improved quality and more flexibility in the delivery of services. We know that to be successful in meeting these expectations we must ensure that we have the right arrangements in place to retain a skilled, motivated, committed and well managed workforce. It will help us to achieve outstanding customer-focussed services by planning to meet our workforce requirements

Our vision will only be achieved by having a workforce that is equipped for change; a workforce that embraces new ideas and is able to work in effective, cohesive partnerships. We will promote an environment where people can contribute all their talents to the council's performance and in which they can continually develop.

We have reviewed our employee benefits package to respond to the employee survey and the national pay and workforce strategy. This reflects the need to recruit and retain outstanding people whilst providing value for money and by improving our range of flexible and non financial benefits.



Leigh Building Services. Overall winners of Team of the Year 2006

We believe in equal opportunities and the principle of equal pay for equal value. With this in mind we are committed to conduct regular equal pay reviews. Our approach on pay and rewards will lead to a fair and equitable structure that supports the improvement and development of the organisation. At the same time we have carried out job evaluations across the whole council and completed an equal pay audit. These are all commitments from the national pay and workforce strategy and will probably affect our finances in the future. The job evaluation review is expected to be implemented in 2008.

Our sickness levels across the council are starting to reduce overall and the trend shows an improvement relative to others. Absence levels and sickness is currently monitored through Audit Governance and Improvement Panel and information is provided on the types and levels of sickness and is split by department so that individual departments can address problem areas.

Employee Survey

Our last Employee Survey was undertaken in January 2006 and will be done again in January 2008. Departments have produced their own action plans to address these issues, and areas for action will be included within departmental plans.

Corporately we have identified areas for improvement as being:

- **Physical conditions.** This includes many aspects of the work environment – structural aspects of buildings; things that vary over time such as temperature; and the equipment used to do a job.
- **Change management.** By this we mean the impact of progressive change in terms of role, department situation and leadership.
- **Departmental leadership.** Concerns here reflected real change brought by new managers. Some were related to a specific situation – many organisational changes that have happened since the last survey.

We produce an employee magazine called Revealed every three months, which shares success, identifies employee issues and also picks out the key themes arising from the Employee Survey. We use this magazine to tell employees what changes we have made to address these themes. http://boston/geninfo/geninfo_index.htm

Proof

Finances

We have a reputation for being a high performing, low spending local authority. We manage our finances well. This is examined each year by an external auditor. The 2006 Annual Audit and Inspection letter stated that the management of finance and people is a strength, and the council continues to deliver good value for money.

Most of our money is spent on keeping services going, premises, transport, benefits and allowances to residents, communications and information technology. A further major expense is the payment of salaries and wages of our 12,000 full and part-time staff.

In 2006 our external auditors assessed us as performing strongly in the use of resources.

In respect of Value for Money:

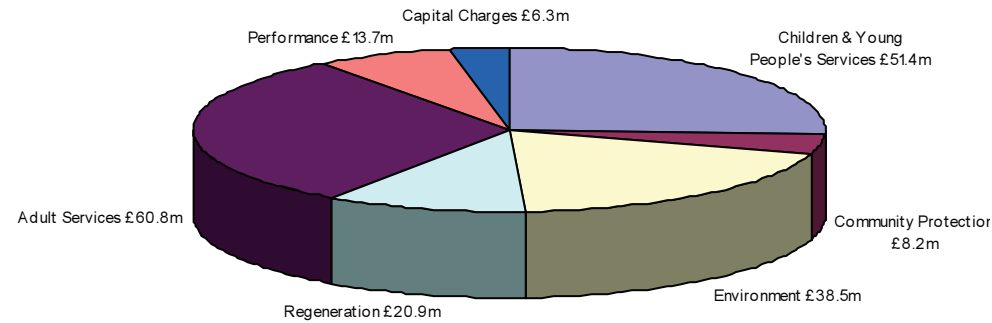
According to our external assessment Wigan has a strong track record of providing consistently improving services and it is making good progress in achieving its ambitions.

We are committed to delivering services that represent value for money. This is producing real outcomes for local people whilst also ranking us as being amongst the lowest spending councils. Some of our services have unintentionally high costs leading to pressure on the budget. We are aware of these areas, and we have planned action to address them within our priority themes. We have a clear approach to scrutinising costs. Our progress on procurement is generally good, and we are developing a procurement process in line with a revised constitution, contract procedure rules and EU regulations.

The graphs on the following pages show where the council spends its money, where the money comes from and where the money goes.

Proof

What the council will spend its share of the money on in 2007-08



Why do we need more money this year?

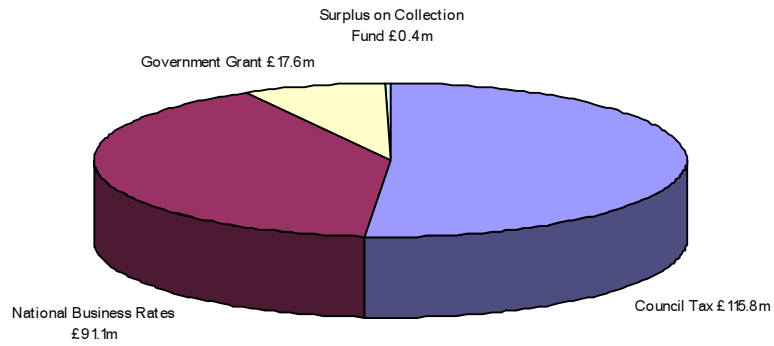
We need £5.6m more money this year to allow for inflation. We are also spending £3.3m more than last year on our services.

From 1st April 2006 the funding of schools and pupil related expenditure has been removed from the local government financial setting (Revenue Support Grant). It is now funded directly from government through the Dedicated Schools Grant (DSG). Our net budget requirement for 2007/08 shown against services doesn't include expenditure funded from specific grants such as DSG.

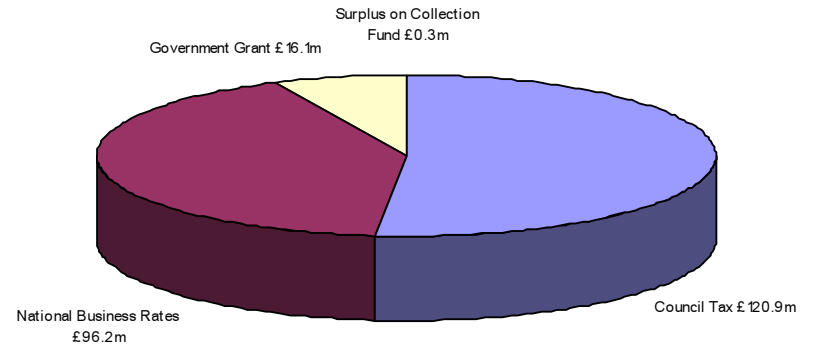
Proof

Where the money comes from

2006/2007

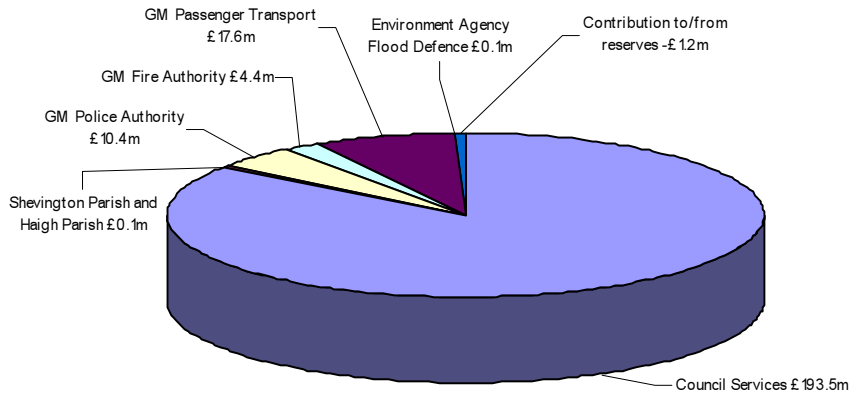


2007/2008

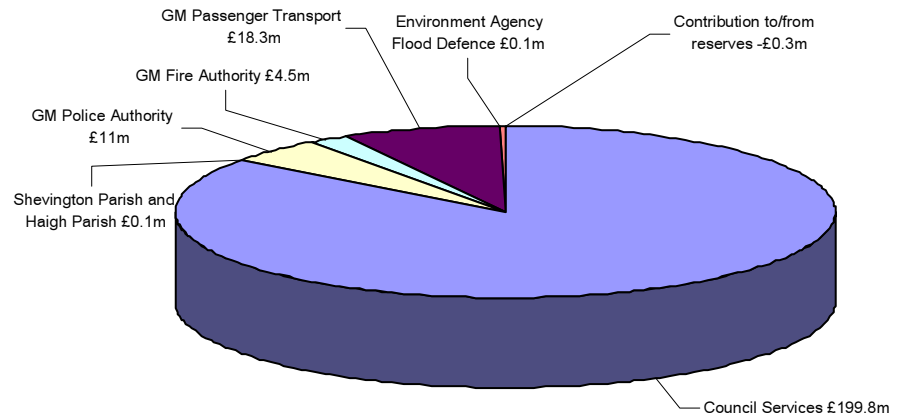


Where the money goes

2006/2007



2007/2008



Proof

Overall council performance and value for money

We have been assessed as being a '**4 star council, which is improving well**'. We want to use performance measures and customer feedback to ensure that we continue to improve and meet the current and future needs of our community.

We value external inspection reports of our services as a significant contribution to helping us assess our performance and to help us to continuously improve.

The main overall assessment of our performance comes from the **Comprehensive Performance Assessment (CPA)**.

CPA has operated every year since 2002 and is co-ordinated by the Audit Commission on behalf of the Government. Wigan council has achieved the top category rating for four years running.

CPA takes account of our performance against Best Value Performance Indicators (BVPIs) . These are a set of national performance indicators that every council is required to publish. The Audit Commission's 2006 Context and Performance Profile shows that our performance against their indicators has been improving both in terms of our performance over time and our performance relative to other English councils.		2004 Profile	2005 Profile	2006 Profile	Relative change 05-06
	Improved	42%	62%	71%	+15%
	Best Quartile	24%	31%	40%	+29%
	2 nd Quartile	31%	32%	20%	
	3 rd Quartile	27%	23%	27%	
Worst Quartile	18%	15%	13%	-13%	

This performance and the improvements made should be viewed in the context of our relatively low spend per head on services. All our measures and tasks to demonstrate performance are included at the back of this plan. Our BVPIs are attached at **appendix 2**.

Providing value for money is one of our main priority themes.

Proof

Managing risk

The corporate plan outlines a number of opportunities that are being pursued by the council to improve its services and the lives of its residents.

These opportunities (positive risks) need to be properly managed to ensure they are achieved as effectively as possible. Additionally, potential problems (negative risks) need to be identified and mechanisms put in place to either prevent the problems arising or limit their impact if they do occur.

This approach is called Risk Management, which really only comprises of good management practices.

Risks are managed on two levels:

- at service level, through departmental risk registers and department service plans.
- at a strategic level through the Strategic Risk Register and the Corporate Plan.

The council's Strategic Risk Register is analysed between:

- strategic risks and opportunities – those relating directly to the community plan or council vision.
- corporate risks – those impacting on several departments where a consistent approach is needed.
- departmental service related risks – those that have a major impact on the Council.

The Strategic Risk Register is attached to this plan as **appendix 1**.

Proof

Best Value Performance Plan

Most councils are required to publish a Best Value Performance Plan (BVPP) in June each year. The BVPP must contain a range of specified information about council performance and improvement.

Because Wigan Council is classified as 'Four Stars' under CPA we do not have to publish a full BVPP. We are however required to publish a statutory statement on transfer of employees which is shown below.

Transfer of Employees

During 2006/07 we transferred employees from the council to other organisations.

- We transferred out employees from Chief Executive's department to Douglas Valley Ltd
- We also transferred into the organisation 100+ employees from Positive Futures

Transfers of employees in those circumstances must comply with the Code of Practice on Workforce Matters for Local Authority Service Contracts, the code covers terms and conditions of employees.

All transfers made between 1 April 2006 and 31 March 2007 complied with the Code.

Best value performance indicators

We are also requested to publish our Best Value Performance Indicators (BVPI'S), which are available on the link below. We have also developed a key set of performance indicators that enable us to monitor progress against our corporate objectives and priorities. These include actual performance and targets for 2006 – 7 together with targets for 2007 – 08 to 2009 – 10 (attached to this plan as **appendix 2**).

That information, together with updated performance information on the Corporate Plan, will be published by 30 June 2007 on our website at <http://www.wigan.gov.uk/Services/CouncilDemocracy/PerformanceInformation/CorporatePlan.htm>

Further information

Further information on overall council performance and information in this plan is available from the Policy and Performance Improvement Team. Please call Julie Gibson on 828031 or e-mail j.gibson@wiganmbc.gov.uk

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