

Report to: Cabinet

Date: 11 December 2008

Subject: Corporate Performance Summary Quarter 1 & 2 2008-09

Report of: Chief Executive

Contact officer: Bobby Raja 828071

Purpose / summary: To report performance against the key Performance Indicators (PI's) and tasks contained in the Corporate Plan 2008/09.

Alternative options considered and reason for selecting the one recommended: No alternative. We are required to report regularly to Cabinet on performance

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

Risks / Implications:

Financial:	Within existing resources
Staffing:	Within existing resources
Policy:	All
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	No
Wards affected:	All

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

No

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

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

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure? No.

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

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

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

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

For Cabinet reports only:

Categorisation of the report:	x		x
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
Audit, Governance and Improvement Review Committee date			

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 November 2008

Corporate Performance Summary Quarter 1 & 2 (2008/9)

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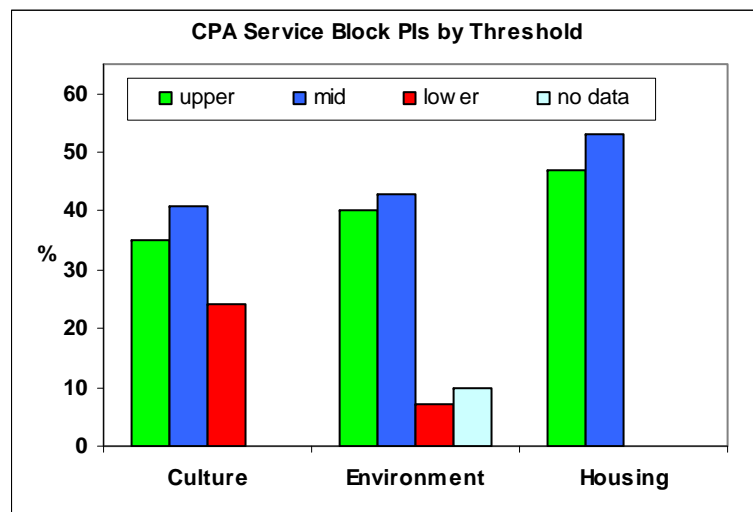
Corporate Performance Dashboard for Quarter 2 (2008-09)

National Indicator Set

Period	No. PIs	Met / exceeded target	Below target	DoT		Quartile position			
				▲	▼	Best	2 nd	3 rd	Worst
Q2 08-09	54	26	13	-	-	-	-	-	-

CPA Forecast 2008

		Secured?
Overall	4 stars	
Corporate Assessment	4	✓
Use of Resources	4	
Children & Young People	3	
Social Care Adults	3	
Benefits	3	
Environment	3	
Housing	4	
Culture	2	

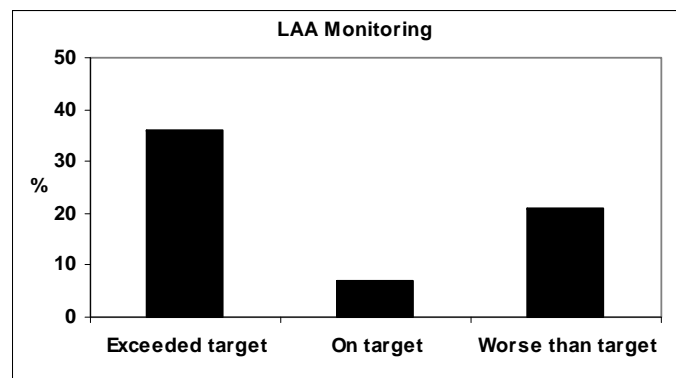


Corporate Plan

Period	No. PIs	Met / exceeded target	Below target	DoT	
				▲	▼
Q2 08-09	25	64% (16)	20% (5)	-	-

LAA

Period	No. PIs	Met / exceeded target	Below target	DoT	
				▲	▼
Q2 08-09	14	43% (6)	21% (3)	-	-



Corporate Performance Summary Quarter 1 & 2 2008/09

1. Introduction

Cabinet will recall that each quarter we report progress on performance in relation to the performance indicators and tasks in the:

- Corporate Plan
- National Indicator Set (NIS)
- Local Area Agreement (LAA)

This report shows performance for quarters 1 and 2. **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 2 (1 April - 30 September). Reporting in this way allows us to report year end performance to you at the end of the final quarter.

We call this performance summary a **dashboard** because it will give you a high-level overview of performance across the three areas with detail on those indicators which are worse than target (exception reporting).

2. Emerging Issues

A common theme emerging which is affecting performance is the impact of the recent economic downturn or 'credit crunch'. The 'credit crunch' has meant financial institutions are experiencing a lack of available money across the market. As money becomes tighter, banks are no longer able to lend or borrow from one another and as the 'credit crunch' worsens, financial institutions compensate for this shortfall through their customers by increasing fees and rates on their mortgages, loans, and credit cards. The consequences of the 'credit crunch' can be drastic as people are faced with rising mortgage costs, repossessions and domestic fuel poverty. As businesses face the squeeze as well, an increase in unemployment is another effect.

The 'credit crunch' is starting to have a direct impact on quarter 1 and 2 performance in some areas. Mortgage repossessions, rent arrears and evictions is adding to the pressure on homelessness services and temporary accommodation. We have also seen an increase of 22% in new Housing and Council Tax Benefit claims and a reduction in 'major' planning applications being submitted.

The uncertain economic outlook and lack of confidence is likely to continue for the foreseeable future and it is likely to be a difficult few years for Local Authorities as it will be for business and for local people.




It is also worth pointing out that Internal targets have yet to be set for some 15 indicators. We are aware that in some instances departments may need to baseline performance before targets can be set and as we are dealing with relatively new national indicators then this may be problematic in some instances. There are also a number of indicators which we are still negotiating targets with Government Office North West.

3. Local Agree Agreement Performance

Our Local Area Agreement (LAA 2008-2011) sets out the priorities for Wigan. The LAA is a partnership approach to dealing with priorities of Wigan and to measure progress against 34 national indicators which were chosen to reflect local priority and local need. Of those 34 indicators:

- 20 Indicators are annually monitored.
- 14 Indicators are monitored quarterly.

Of those **14** indicators which are monitored quarterly we can measure performance for **9** indicators and the breakdown is as follows.

Number of PIs	% better than target	% on target	% worse than target
			
14	36% (5)	7% (1)	21% (3)




43% (6 of 14) of the LAA PIs that we can monitor quarterly have **met or exceeded target** for the period.

4. National Indicator Set Performance

The National Indicators Set (NIS) consists of 198 indicators. The NIS is the only set of indicators against which central government will performance manage local government. They replace all other existing sets of indicators, including Best Value Performance Indicators (BVPIs), from 1st April 2008

- 20 Indicators are a measure of citizens' views and perspectives collected through the Place Survey (currently being undertaken)
- 13 Indicators are currently deferred and are under-going a consultation exercise.
- 54 Indicators are currently monitored quarterly.

Of those **54** indicators which are monitored quarterly we can measure performance for **39** indicators and the breakdown is as follows.

Number of PIs	% better than target	% on target	% worse than target
			
54	18% (10)	30% (16)	24% (13)

48% (26 of 54) of the quarterly PIs in the NIS have **met or exceeded target** for the period.

5. Corporate Plan Performance

The Corporate Plan consists of a mix of high level Pis from the NIS, LAA as well as a set of Corporate Health indicators previously agreed by Senior Management Team (SMT).

- 25 Indicators are currently monitored quarterly.

Number of Pis	% better than target	% on target	% worse than target
	★	●	▲
25	36% (9)	28% (7)	20% (5)

64% (16 of 25) of the corporate Pis that we can monitor quarterly have **met or exceeded target** for the period.

Corporate Improvement Programme

The Corporate Improvement Programme is a set of strategic tasks for the Council. Chief Officers have been allocated specific tasks to assist in the delivery of these priorities.

- 29 Tasks are in the Corporate Improvement Programme and are monitored quarterly.

Number of Tasks	% better than target	% on target	% worse than target
	★	●	▲
29	51.7% (15)	44.8% (13)	3.4% (1)

96.5% (28 of 29) of the tasks in the Corporate Improvement Programme have **met or exceeded target** for the period.

Appendix B – Provides details on progress against each task in the Corporate Improvement Programme

6. Performance Below Target

The following indicators were worse than target:

- The number of most **serious violent crimes** per 1,000 population was below target.
- Take-up of **school lunches (Primary)**
- Take-up of **school lunches (Secondary)**
- The percentage of **infants being breast fed** at 6-8 weeks.
- Timeliness and stability of **adoption of looked after children**
- Early access for women to maternity** services is worse than target
- The **number of households living in temporary accommodation**
- The processing of **'major' planning applications** within 13 weeks
- The **smoking rate** of self-reported 4-week smoking quitters per 100,000 population aged 16
- Carers receiving needs assessments or review** was worse than target for the same period.
- Value for Money** – Total net value of on-going cash releasing gains since start of 2008/09
- Time taken to process **HB/CTB new claims** and change events
- Sickness absence**
- Employees who have a disability**

- **5% earners from an ethnic minority background**

Appendix A provides details on the above indicators including actual performance, our targets and commentary.

7. CPA 2008 Forecast

Departments are currently being asked to verify data for the key CPA indicators on the Audit Commission's data verification portal. Once this is complete the Audit Commission will start their data checks. Our initial forecast for 2008 is that we will maintain our overall score of 4 stars.

We have also recently submitted our Direction of Travel self assessment for 2008. The Direction of Travel is an assessment of how well we are improving as a council. We are currently working with the Audit Commission with their investigations in this area.

8. Future Performance Reporting

Last month Business Management Group (BMG) and Senior Management Team (SMT) were asked whether the indicators we were reporting were the right ones and whether the whole approach to performance management and performance reporting was correct bearing in mind the forthcoming requirements of the Comprehensive Area Assessment and specifically its key proposed components:

- The area assessment – which will assess the way we work with local partners to deliver local priorities and meet the needs of the community.
- Organisational assessment – which will require a self assessment and a focus on our use of resources and how we manage performance.
- National Indicator Set – how we and our partner perform against the 198.
- Community engagement and the need to focus on inequalities and vulnerable individuals

Both Business Management Group (BMG) and Senior Management Team (SMT) agreed that future performance reporting should be developed to incorporate relevant business intelligence information with:

- A focus on what matters – key indicators to reflect key departmental and organisational issues.
- A concentration on exception reporting – with the ability to reference further detailed information if necessary – by documentation, but in future by electronic, real time presentation.
- Monthly data collection across departments – with continued quarterly reporting
- LAA priorities, targets and where relevant actions, to be incorporated – more detailed than dashboard report.
- The inclusion of consultation feedback across customers and employees.
- VFM/Gershon efficiency/budget profile data to be included on a departmental basis.
- "People" data – to be included and further developed and to look at incorporating for e.g. sickness absence, staff turnover.
- Risk assessment against delivery of priorities to be included into future reports.







Work is underway to develop these recommendations.

Appendix A – Indicators where performance is worse than target

This section of the report sets out those performance indicators which were **worse than target**. 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.

For indicators that have a significant time lag or where we have no Q2 data, performance is reported in arrears* with performance for quarter 1 against quarter 1 target.

The table of performance uses the following symbols to help interpret performance:

 Our performance is better than target range  Our performance is within target range  Our performance is worse than target range	 Improving performance from the same period last year  Deteriorating performance from the same period last year  No change in performance from the same period last year
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The following table shows you how to interpret the performance tables:

	Quarter 1 2008/09	Quarter 2 2008/09				Qtr 3	Full year 08/09	
Performance Indicators	Wigan Actual	Wigan Actual	Target	Var Target	DoT	Comments	Target	Target
This column shows the name of the particular performance indicator	Our performance up to the end of the last period	Our performance up to the end of this period	Our target for the end of this period	A symbol showing the variance between our performance and our target this period.	Change from Q2 last year (if available)	Comments on performance	Our target for the next period	Our target for the full year.

	Q1 2008/09	Quarter 2 2008/09					Q3 2008/09	Full year 08/09
Performance Indicators	Wigan Actual	Wigan Actual	Target	Var Target	DoT	Comments	Target	Target
Helping People Reach Their Full Potential								
NI 015 Number of most serious violent crimes per 1,000 population	-	0.24	0.17	▲		This rise is in line with the national picture. However it is not clear at this time if this is due to changes to definition of the indicator within the crime category and/or more accurate recording and it may not indicate a rise in actual offences. This position would be supported by the significant drop in numbers of the next most serious category of assault but we need to do more work to fully understand the position. We are investigating and monitoring this indicator carefully.	0.17	0.17
NI 052i % Take-up of school lunches (Primary)	35.14	31.82	40	▲		Targeted work on low uptake schools in areas of deprivation matched against schools with high levels of overweight and obese children. Seasonal influences such as packed lunches have an impact at this time of year - regular trading pattern year on year for quarter one & two.	40	40

	Q1 2008/09	Quarter 2 2008/09					Q3 2008/09	Full year 08/09
Performance Indicators	Wigan Actual	Wigan Actual	Target	Var Target	DoT	Comments	Target	Target
NI052ii % Take-up of school lunches (Secondary)	40.25	40.37	45	▲		Figures assume 100% attendance rates - year 11 have study leave & exams and year 10 have work experience circa 10% impact on pupil numbers and as such circa 4% impact on total uptake.	45	45
NI 053i Percentage of infants being breast fed at 6-8 weeks	18	15	30	▲		The rate for breast feeding in Wigan is poor. In response to this a Breast Feeding Service is being commissioned. This service amongst other things will provide intensive support to all mothers on maternity units. Targeted work is also underway.	30	30
NI 061 Timeliness and stability of adoption of looked after children	81	73	100	▲		The proportion of Children in Care adopted during the year and placed for adoption within 12 months of the best interest decision, grew above our statistical neighbours and the England averages during 2007/08. Performance is showing a slight drop during 2008/09 to 73% at quarter 2. Investigations are currently underway to assess the impact on adoption proceedings of last minute court decisions, which delay does the process.	100	100

	Q1 2008/09	Quarter 2 2008/09					Q3 2008/09	Full year 08/09
Performance Indicators	Wigan Actual	Wigan Actual	Target	Var Target	DoT	Comments	Target	Target
NI 126 Early access for women to maternity services	85.76	64.55	80.00	▲		Awaiting comments on performance.	80	80
NI 156 The number of households living in temporary	59	58	50	▲		There is a reduction quarter on quarter as the result of changes in working practices focusing on homelessness prevention and the early identification of alternate housing options. However, the impact of the credit crunch is now beginning to be felt in mortgage repossessions and rent arrears evictions, adding to the pressure on homelessness services and temporary accommodation. This will make an already challenging target even more difficult to achieve.	50	50
NI157a The processing of 'major' planning applications within 13 weeks	80.70	62	80	▲		The effect of the credit crunch has meant fewer 'major' planning applications being submitted. Those applications we did receive were of a complex nature requiring detailed work before they are determined, as a result these have exceeded the 13-week target. The team are also focusing on those older 'major' planning applications which have already exceeded the 13-week timescale.	80	80

	Q1 2008/09	Quarter 2 2008/09					Q3 2008/09	Full year 08/09
Performance Indicators	Wigan Actual	Wigan Actual	Target	Var Target	DoT	Comments	Target	Target
NI 123 Smoking rate of self-reported 4-week smoking quitters per 100,000 population aged 16	-	241*	279*	▲		The smoking rate for Q1 is below target at this time. We do expect an improvement in this indicator after the New Year when we see more people quitting smoking.	-	1,189
NI 135 Carers receiving needs assessments or review was worse than target for the same period.	-	14*	19.40*	▲		Although showing performance behind target, the concern is around the need for more accurate recording by practitioners. As a result of improved practice in recording we expect to see performance to be close to target by year end.	19.40	19.40
NI179 Value for Money – Total net value of on-going cash releasing gains since start of 2008/09 (£ thousands)	-	5747	8704	▲		Performance is measured in thousands and the actual figure is £5.747 million. Performance has been discussed at Business Management Group on the 21 October and departments have been asked to re-energise themselves to meet the end of year target	-	8704

	Q1 2008/09	Quarter 2 2008/09					Q3 2008/09	Full year 08/09
Performance Indicators	Wigan Actual	Wigan Actual	Target	Var Target	DoT	Comments	Target	Target
NI 181 Time taken to process HB/CTB new claims and change events (days)	22	25.20	22	▲		The second quarter has seen a difficult period of reorganisation of work and staff recruitment problems. Additionally, the "credit crunch" has brought an increase of 22% in new claims, although many of these have been unsuccessful. These are the main reasons for the dip in performance. However, October has shown a marked improvement and it is anticipated that the target will be more than achieved for the full year.	22	22
Sickness absence	-	5.63	4.2	▲		Slightly better performance for this period. Continued management action in this area will hopefully help the process. A corporate project is underway - Sickness Absence Management - to address sickness absence issues.	4.2	4.2
Employees who have a disability	-	1.60	3.0	▲		Marginal drop in Figures - due to the relatively small numbers involved some fluctuation is expected due to staff turnover	3	3

	Q1 2008/09	Quarter 2 2008/09					Q3 2008/09	Full year 08/09
Performance Indicators	Wigan Actual	Wigan Actual	Target	Var Target	DoT	Comments	Target	Target
5% earners from an ethnic minority background	-	2.96	4.5	▲		Marginally worse performance for the end of period 2. Fluctuations do occur as staffing levels vary affecting the number of staff included in the top 5% - relatively small numbers mean that any change has a marked effect of the percentage	4.5	4.5

Appendix B – Details on progress against each task in the Corporate Improvement Programme

There are **29 tasks** within our current corporate improvement programme. For each project there is an update on progress for each key task against project milestones.

Responsible Officer: Joyce Redfearn

Task	Success Criteria	Start	End	Progress	Comments
Lead and support transformational change and improvement and enhance community leadership and engagement for the benefit of local people	Championing the revised approach to locality working across the Council, with partner agencies and with Township Forums.	Apr 08	Mar 11	★	LSMG have discussed this and are supporting its delivery. Members Seminar held August 2008 followed by programme of visits to Township Forums to discuss proposals. This will be included during Quarter 3. Council service departments are all re-shaping service delivery to follow this locality model. This also links to the re-shaping of our work on community cohesion.
Lead transformational change and improvement through political and managerial leadership of the organisation	Common purpose in Wigan; high standards of governance and behaviour for officers and members; senior management structures revised	Apr 08	Mar 11	★	A member of Executive and Chief Officer development days have been held (3 in Quarter 1 and Quarter 2). Work is underway in Adults Services, Children and Young People's Services and Environmental Services to implement revised management structures. This is expected to be completed in Quarter 3.

Responsible Officer:

Joyce Redfearn

Task	Success Criteria	Start	End	Progress	Comments
Lead and support policy, partnership development and commissioning to deliver improved employee and customer outcomes	Effective and broader strategic role for the Local Strategic Partnership (LSP); driving ambition and aspiration for Local Area Agreement (LAA); stimulate innovative thinking and practice	Apr 08	Mar 11	★	We are using the LSMG to support the LSP in a broader more strategic role. LAA is established with Quarter 1 and Quarter 2 performance reporting expected shortly. We have run a series of Outcomes Based Accountability Workshops in July and August to stimulate innovation in LAA delivery. Reported to LSMG October 2008.
Lead local, regional and national work on the efficiency and improvement agenda	Project sponsor for Wigan Efficiency and Improvement Strategy; bring forward AGMA Improvement and Efficiency strategy and drive implementation	Apr 08	Mar 11	●	WIEP project team established September 2008; draft strategy accepted at Cabinet and Audit and Governance and Improvement Committee June 2008. Work however, continues to enhance this draft and produce SMART Improvement Plan. This is due December 2008.
Lead and support the delivery of the Multi Area Agreement (MAA)	Implementation of capacity arrangements to deliver MAA; AGMA governance changes; deliver AGMA programme	Apr 08	Mar 11	★	KPMG have delivered a report itemising the challenges and opportunities for taking AGMA forward. This has been considered by Chief Executive and first stage proposals will be considered on 13 October, with a clear action plan for the future.

Responsible Officer:

Sue Johnson

Task	Success Criteria	Start	End	Progress	Comments
Lead and support transformational change and improvement through Building Schools for the Future programme	Delivery of a transformational approach which addresses learning, skills and regeneration issues	Apr 08	Mar 11	●	One Board meeting held to establish membership and terms of reference plus a stakeholder conference in July to engage in the wider debate. Guidance issued by DCSF puts Wigan in a strong position to be accelerated onto the Programme. Members' conference and follow up stakeholder conference has produced options for inclusion into Expression of Interest due 30 November 2008
Lead and support strategic policy, resource and partnership development to 'reduce the inequality gap'	New perspective; more formal policy discussions with members ahead of resource prioritisation and allocation; influencing the budget setting processes for all partner organisations	Apr 08	Mar 11	●	Structures agreed and most posts appointed to. WISDOM system now available to produce analysis. Work with Cllr Halliwell as Equality Champion to take this agenda forward.
Enhance the reputation of Wigan Council and the Borough	Identify Wigan's 'unique selling point' and opportunities to raise profile locally, regionally, nationally and internationally; explore Beacon status opportunities	Apr 08	Mar 11	●	Structures agreed and most posts appointed to. Style guide approved and being implemented

Responsible Officer:

David Smith

Task	Success Criteria	Start	End	Progress	Comments
Deliver Leigh Sports Village	Complete public and commercial aspects of scheme; increased public participation in sport and education	Apr 08	Mar 11	●	The latest forecast for the Stadium at Leigh Sports Village is that it is due to reach practical completion in October. The date has been moved back several times. Further works will be required by the Developer Greenbank to the site to make good defects and landscape currently vacant commercial sites. The decision of the Rugby Football League not to grant an initial franchise to Leigh Centurions and the delay in completion of the Stadium will impact upon the business plan of Leigh Sports Village Ltd – and in turn, as the current sole shareholder, on the Council. The Sports Village Company is also dependent on the recovery of a service charge from commercial tenants on the site as well as other users. With the downturn in the property market it is likely that this source of income may not reach expectations. Private sector companies also appear to be cutting back on advertising and promotion which in turn will impact on the Company's ability to generate sponsorship and naming rights. Provision has therefore been made in the forecast for continued support for the Company and provision will also be required in the current financial year. In 2008/9 this can be offset against the forecast under-spend.

Responsible Officer:

David Smith


Task	Success Criteria	Start	End	Progress	Comments
Improve use of resources	Embed improvement and efficiency; ensure assets used effectively and in support of the Council's and partners' priorities; develop inclusive financial strategy	Apr 08	Mar 11	★	Use of resources self assessment submitted to the Audit Commission - predicted Value for Money score of 3 - predicted overall score of 4 (subject to view taken of revisions to the final accounts for 2007/8). Discussions planned with PCT on financial plans and joint working
Ensure fair, speedy and effective implementation of job evaluation and Equal Pay	A modernised fair pay and reward system; members engaged; employees satisfied with communication and involvement; trade unions involved; learning from other authorities	Apr 08		●	Job overviews issued and review requests received. Work commenced on data cleansing and pay modelling. Regular discussions held with Trade Union representatives. Work with AGMA colleagues on progress and lessons learn on going.

Responsible Officer:

David Smith

Task	Success Criteria	Start	End	Progress	Comments
Improve governance arrangements	Reduced complaints to Standards Board; reduced complaints from public; ensure members access training and development; implement democratic services review	Apr 08	Mar 11	★	Reduced complaints on Member Conduct. Training initiative on equalities for Members well received - although attendance has not met expectations.
Work with GM authorities to create new ways of working and efficiencies through collaborative services group	Progress GM efficiency plan projects; improve existing collaborative and shared service arrangements; raise Wigan's profile	Apr 08	Mar 11	★	Launch conference planned for October - Leader to give key note address. Procurement hub lead appointed (but subsequently moved on). Separate discussions initiated on individual collaborative projects e.g. payroll and personnel systems with Trafford and Stockport.

Responsible Officer: Paul McKevitt

Task	Success Criteria	Start	End	Progress	Comments
Review accommodation portfolio to deliver better offer for customers (internal and external) and deliver efficiency savings	Outline Business Case Developed October 2008	Apr 08	Mar 10		Outline business case to be presented to SMT at the end of October. Report taken to SMT 30th September outlining reporting plan.

Responsible Officer:

Nick Hudson

Task	Success Criteria	Start	End	Progress	Comments
Progress the Wigan Schools for the Future (WSF) Programme	Concluded preferred bidder process; effectively engaged members in WSF process; progressed discussions on Academies; implemented community consultation for transforming secondary education	Apr 08	Mar 11	★	Issued ITSFB documents to Bidders. Final evaluation commences 26/11/08. Preferred Bidder to be appointed January 09. Two Partner conferences held to develop educational vision for Wigan. One conference held for Members to discuss opportunities and challenges of developing a vision for Wigan. Expression of Interest to be submitted 30 November 2008.
Review structures, membership and process of the CYPF partnership	Review of partnership structures; proposals for new structure that delivers on the outcomes for Wigan's Children and Young People	Apr 08	Mar 11	★	The Strategic Partnership held a single focus meeting in September to review structures. Detailed proposals based on the discussion will be submitted to the next partnership meeting on 13/11/08.

Responsible Officer:

Katherine Fairclough

Task	Success Criteria	Start	End	Progress	Comments
Review of the Council's approach to equality, diversity and cohesion.	Successful achievement of Equality Standard in Local Government (ESLG) for the Council; Cohesion and Equality and Diversity team restructured and recruited by December 2008; the development of an integrated improvement plan by December 2008.	Apr 08	Mar 09	★	ESLG level 3 achieved Sept 2008; Departmental action plans produced and work is on going to deliver any outstanding actions arising from the validation. Team restructure completed and recruitment about to begin to two vacant posts; early discussions held with IDeA to develop an enhanced approach to Cohesion in the Borough. All partners including the Council have signed up to the principle in "Embracing Change" Wigan Borough Partnership's commitment to community cohesion.
To provide an improved offer to all customers and lead delivery of the Joint Service Centre	Financial close 11/08 Building works commence 12/08; project plan applied	Apr 08	Mar 11	★	Planning approval granted August 2008, with approval on listed building and conservation area consents received late Sept. This delay in achieving approvals has now pushed the potential date for achieving financial close back to the end of December 2008. Work continues on design development, selection of fixtures and fittings and in resolving the legal, financial and commercial aspects of the scheme.

Responsible Officer: Steve Peddie

Task	Success Criteria	Start	End	Progress	Comments
Bring forward proposals for a partnership vision and associated branding for Wigan Borough (linked to Joint Service Centre (JSC))	We have a single proposal agreed by partners, officers and Members and funded	May 08	Oct 08	★	Widespread partnership agreement sought and secured. Consultation sessions held. Report produced. To cabinet 16th October for approval. Style guide by 6th November. Implementation to begin 14th November subject to Cabinet.
Provide an improved offer to all customers through leadership of the Public Service Transformation programme	Targets in the project plan met for: Contact Centre CRM BPR	Jan 08	On going 2010/ 2011 (JSC)	★	Targets in place and being met for Contact Centre, BPR and CRM. 'Virtual' CC in place. Continuing to move towards one Contact Centre. Getting depth of BPR work right within resource constraints is a challenge.
Develop a commissioning advisory function for the LSP focussing on major outcome change	Functioning group reporting in to Local Strategic Management Group (LSMG)	Jul 08	Sept 08	●	Group's terms of reference etc. established and agreed by LSMG. First group meeting arranged but not yet held.

Responsible Officer:

Steve Peddie

Task	Success Criteria	Start	End	Progress	Comments
Lead and develop an approach to Joint Strategic Needs Assessment	Generic products Shared web front end Township based profiles	Jan 08	On going but publication of first JSNA by October 2008 Township profiles complete by January 2009	★	JSNA completed and published: http://www.wigan.gov.uk/Services/CommunityLiving/Partnerships/JointStrategicNeedsAssessment/ . Township profiles contained within the JSNA: http://www.wigan.gov.uk/NR/rdonlyres/0CEEDC60-47F7-4C10-8297-FF670CA29B18/0/JSNASec1922.pdf
Publish an Organisational Development Strategy linking vision to competencies	Publication and communication strategy produced	Jul 08	Sept 08	▲	Project is underway but not hit deadline, which was, in hindsight, too ambitious. Report to BMG on outline 21st October.
Lead the strategic linking of ICT and asset management transformation strategies	Publication of linked strategies and behaviour changes	Apr 08	On going	●	Number of meetings held to inform ICT strategy. Outline process in place which will yield strategy in March/April 2009. Transformation of asset report has been to SMT and schedule in place to take to Cabinet in November.

Responsible Officer:

Martin Kimber

Task	Success Criteria	Start	End	Progress	Comments
Deliver a second phase of Environment Review	Move to establish a Regeneration Agency in shadow form by April 2009 to be fully functional before October 2009 Finalise service delivery arrangements for LBS and Transport by April 2009 Ensure Highways and Waste Collection are transferred to Development and Neighbourhoods by April 2009 Be champion for joined up service delivery, VFM and neighbourhood empowerment	Apr 08	Mar 09	●	<p>(1) Work progresses in establishing the Regeneration Agency. An internal officer group has identified a long list of options. These have been evaluated and a shortlist for further examination has been produced.</p> <p>(2) Discussions are ongoing with AGMA regarding co-commissioning of Transport Services. The project is being led by Salford and the pace needs to increase. We have injected urgency into the discussions but there is risk of delay. Further meetings are planned with Salford in October.</p> <p>(3) We have spoken to Deloitte and Price Cooper regarding the marketplace for LBS. A long list of options is being finalised and will be discussed with internal stakeholders and the Executive will then be briefed. We need to evaluate the impact of the national economic cycle on the timing of decisions.</p> <p>(4) We have started benchmarking with other service providers to examine Neighbourhood Service delivery models for waste collection. In parallel we are redesigning rounds to improve efficiency.</p> <p>Note: We are also planning for the transfer of Markets by the March 09 time period which was an un-programmed activity and will require significant management intervention.</p>

Responsible Officer:

Martin Kimber

Task	Success Criteria	Start	End	Progress	Comments
<p>Deliver key Environmental Services priorities</p>	<p>Finalise and have milestone measures in place relating to allocation of Working Neighbourhoods Fund (WNF) and targets to reduce worklessness before April 2009 Bring forward Local Development Framework (LDF) and transport strategy preferred options before January 2009 Bring forward proposals to improve the supply of housing, including affordable housing before April 2009 Bring forward a strategy for renewing our waste disposal contract before April 2010 Ensure we finalise position on the bulky waste goods waste collection charge before April 2009</p>	<p>Apr 08</p>	<p>Mar 09</p>	<p>●</p>	<p>(1) Worklessness strategy developed and commissioning frameworks being developed. Targets incorporated within LAA. (2) LDF issues and options issued and preferred options incorporating Transport Strategy under development. (3) Affordable housing strategy in place and affordable homes coming through the pipeline. Economy moving towards recession and interim adjustments to strategy required to reflect more difficult operating environment. Will not now achieve affordable home volumes predicted in the short term. (4) Option appraisal for waste disposal contract underway. (5) Bulky goods collection pilot underway in Tyldesley and will require evaluation of cessation.</p>

Responsible Officer: Bernard Walker

Task	Success Criteria	Start	End	Progress	Comments
Transform Adult Social Care taking into account the principles of Putting People First	Implement Joint Strategic Needs Assessment (JSNA); information and signposting available for people not eligible for publically funded care; universal services improving well being and reducing inequalities; limiting the need for long term care; personalised services; empowerment	Apr 08	Mar 11	★	The Joint Strategic Needs Assessment completed and agreed with relevant partners. The vision for Health & Wellbeing 2011, incorporating the principles of Putting People First has been produced and an action plan for the implementation of Transformation of Social Care. Two workshops open to all staff have been held to set out the vision and discuss implications of Transformation. The Strategic Director of Finance for Social Care in the DH visited Wigan during September to hear about progress being made on this agenda. An event was held for Providers during September to increase awareness around the Personalisation agenda and the impact on the sector.

Responsible Officer: Bernard Walker

Task	Success Criteria	Start	End	Progress	Comments
Promote engagement with 3rd Sector across the Borough	Increased range of 3rd sector organisations commissioned to provide services	Apr 08	Mar 11	●	The Provider awareness event on Personalisation included a number of organisations from the 3rd sector, who are being encouraged to engage with the Council under this new agenda. Wigan and Leigh CVS, with the assistance of Lottery funding, have recently taken on a role of co-ordinating a strategic approach to the voluntary sector in the borough.
Develop a more strategic approach to commissioning services by council and LSP	Single Commissioning Agency; infrastructure to strategically commission and performance manage Leisure and Culture Services	Apr 08	Mar 11	●	The Director of Adult Services has taken on the role of Interim Service Director of the Single Commissioning Agency to try and keep momentum with development. Discussions have been taking place in the Finance Sub-group around the pooled budget agreement which will underpin the Single Commissioning Agency. Discussions have been taking place with the PCT on the implications of World Class Commissioning for commissioning services.