



Chief Executive's Services

Departmental Plan 2008/09 – 2010/11

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Building the **future** together

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Foreword from the Leader and Chief Executive

Welcome to the Chief Executive's Services Departmental Plan.

This plan is directly linked to our Corporate Plan and shows how Chief Executive's Services contributes to the overall Council Vision, how they focus on customers and the resources they use. It sets out the objectives and the key performance measures and tasks that will help us to meet the expectations of our customers, evaluate our performance and manage the risks which may affect or enhance our success. This plan covers the three year period from 2008/09 to 2010/11.

Wigan Council has five corporate objectives. This plan demonstrates how Chief Executive's Services contributes to their achievement. The objectives are:

- Helping people reach their full potential
- Stronger community leadership
- Places people want to live
- High standards of accountability
- Effective support for services

This plan should be well communicated and understood. Progress against the action plan will be managed through quarterly performance reports to the department's management team and policy panel.

We hope you find this plan useful.



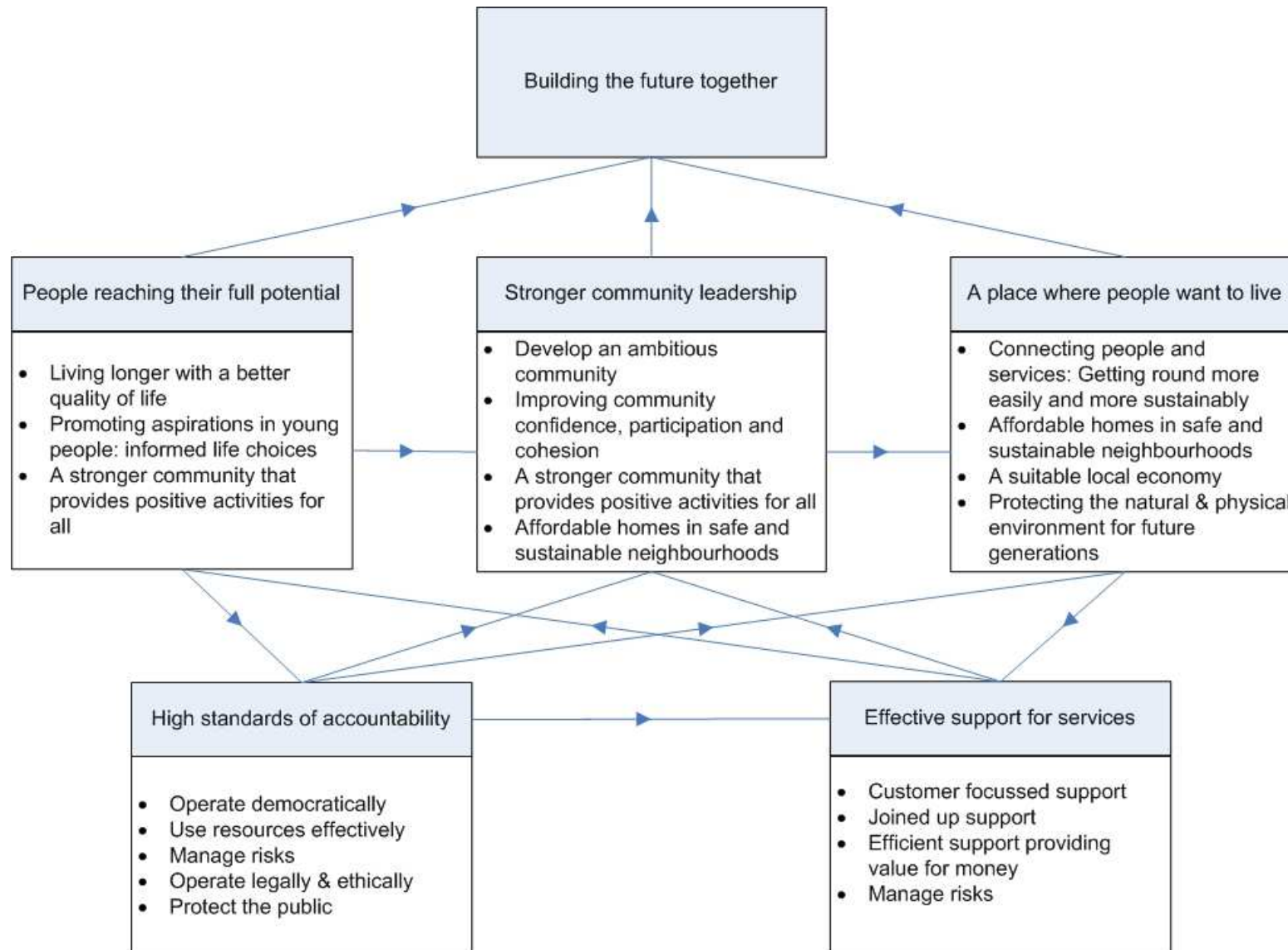
Cllr Peter Smith
Leader of the Council



Joyce Redfearn
Chief Executive

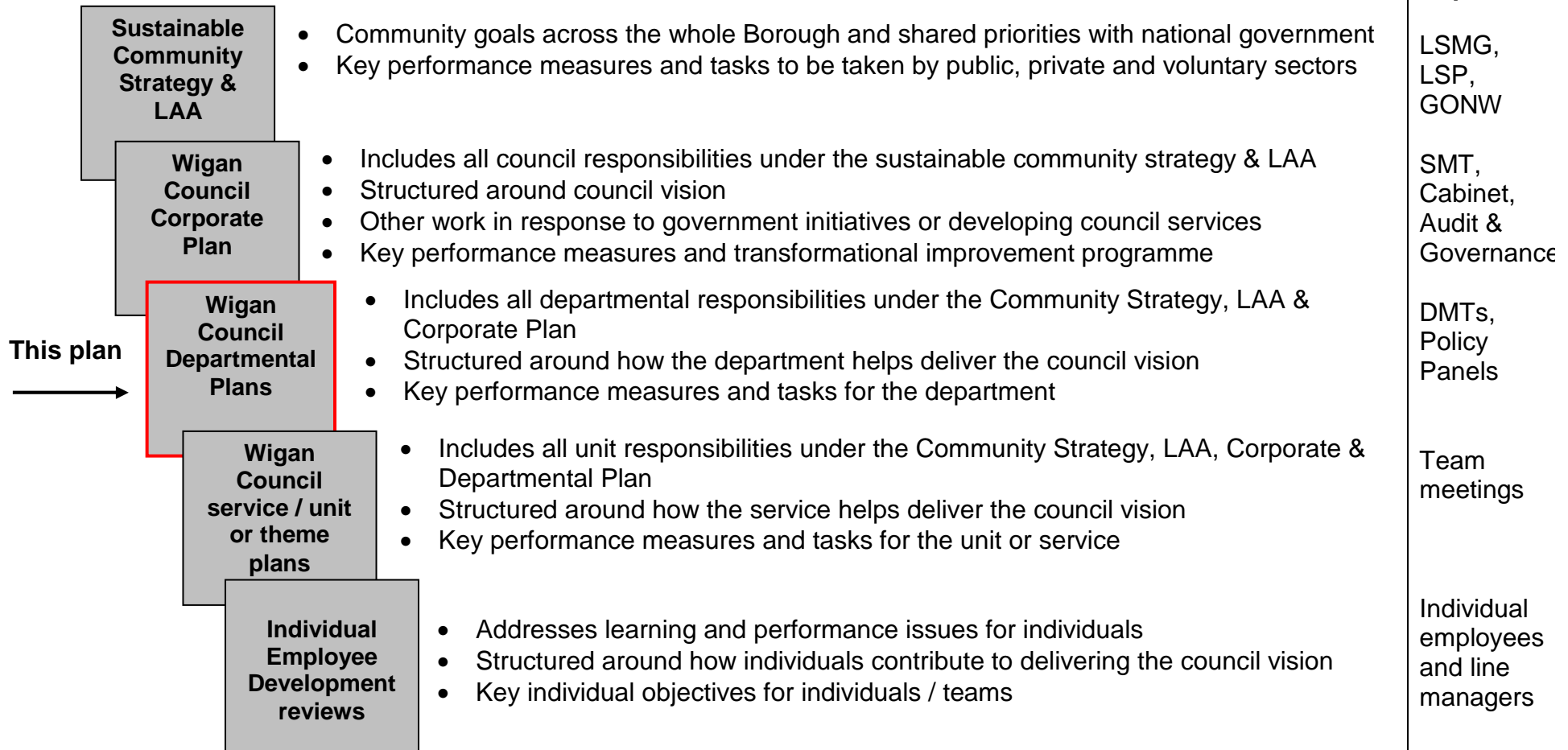
Wigan Council's Vision

All Wigan Council services and plans link to this vision through a 'golden thread'. This, in turn, links through to Wigan Borough's Sustainable Community Strategy and Local Area Agreement.



Wigan Council's planning framework

It is important that we plan effectively to communicate priorities to our employees and local people. Plans are also the basis for managing our performance. Our Plans operate at five levels working together to form a Golden Thread linking everyday actions to our long term Council Vision that, in turn, links to the Sustainable Community Strategy and Local Area Agreement. We produce plans that cover a three year period which allows us to take a medium term view of our key priorities and direction. This three year cycle is also aligned with the government's comprehensive spending review process that provides an indication of the financial settlement awarded to the council. We want our plans to draw together all of the critical success factors and key resource issues that affect us, such as finances, our workforce, our ICT and our property. These plans are a major influence on employee development. Wigan Council is accredited to the Investor in People Standard and our employees are developed within the context of what they will be expected to achieve as set out in these plans.



Executive Summary

This document sets out our plans for the three year period 2008/09 to 2010/11. This is the first plan for the new Chief Executive's Services Department and identifies the many exciting and difficult challenges that face us during this period. A key part of our work during the first year will be to complete the structure of the department and to work with our employees to create a shared understanding of our purpose and direction.

This plan covers the period of our new Local Area Agreement (LAA), the key delivery mechanism for our Sustainable Community Strategy. We are co-ordinating and managing this process, leading negotiations with Government Office North West regarding the content and structure of our LAA and ensuring the process are in place to manage a successful step change in service outcomes for local priorities.

We will also oversee the construction of our flagship Joint Service Centre (JSC) during this planning cycle. We have a critical role in leading and developing this significant programme; managing the construction process as well as leading on the public service transformation that is required to ensure we provide outstanding customer services through this centre.

We provide corporate support services to the council departments; to help them achieve the council's vision through:

- Helping people to reach their full potential
- **Stronger community leadership**
- Places where people want to live
- **High standards of accountability**
- **Effective support for services**

Through our services we directly impact on 'stronger community leadership', 'high standards of accountability' and 'effective support for services'.

The key objective for our department, and our main purpose, is to lead and support transformational change and improvement. This plan sets out how we will achieve this over the next three years. We will monitor and evaluate our progress regularly throughout the year and take action to ensure we are successful in meeting our customers expectations and achieving the outcomes we aspire to.

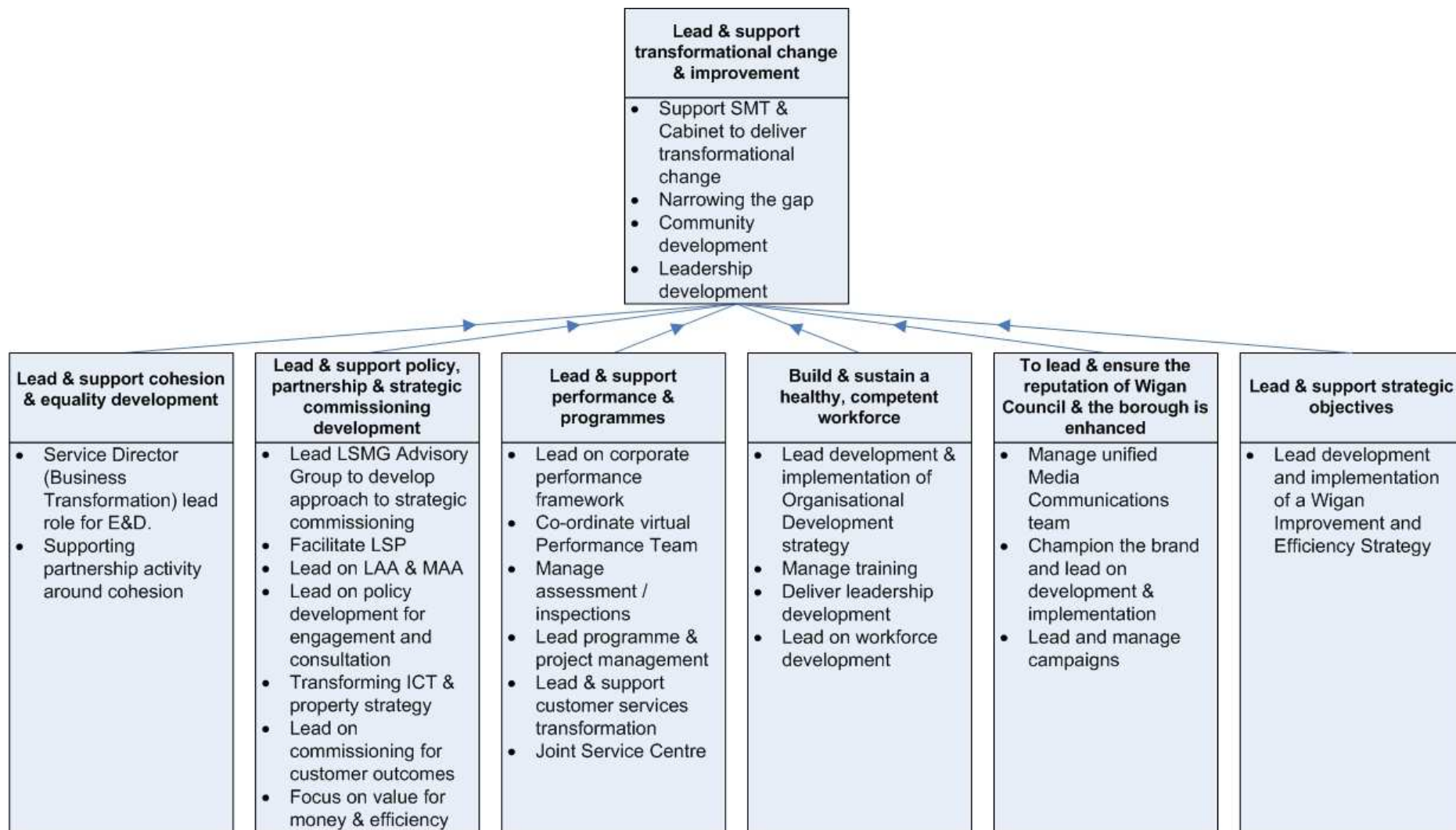
Introduction from the Deputy Chief Executive

Welcome to the Chief Executive's Services plan. This plan covers the three year period from 2008/09 to 2010/11. We hope you find it interesting and informative.

The past 12 months have seen significant change across the organisation and the services provided by our department have been at the heart of this transformation. This is the first plan of the new Chief Executive's Services department and covers the range of services led by our Service Directors for Customer Transformation and Business Transformation. Our ambitions are centred on our lead and support role for transformational change and improvement. The longer term outcomes that we want to achieve are:

- **Narrowing the gap** – to identify and tackle the gaps in quality of life that exist between different parts of our borough and between different social groups.
- **Developing our communities** by involving them in the decisions we take as an organisation; working with them so that they can be part of the solution to some of the difficult problems we face and helping them to help themselves.
- **Developing our leaders** through organisational and workforce development programmes that make the best use of our talent and produce and attract outstanding, inspirational leaders.
- **Establishing the council's core business** – to focus on doing only the things we can do and working with others who are better placed to provide some of our services.

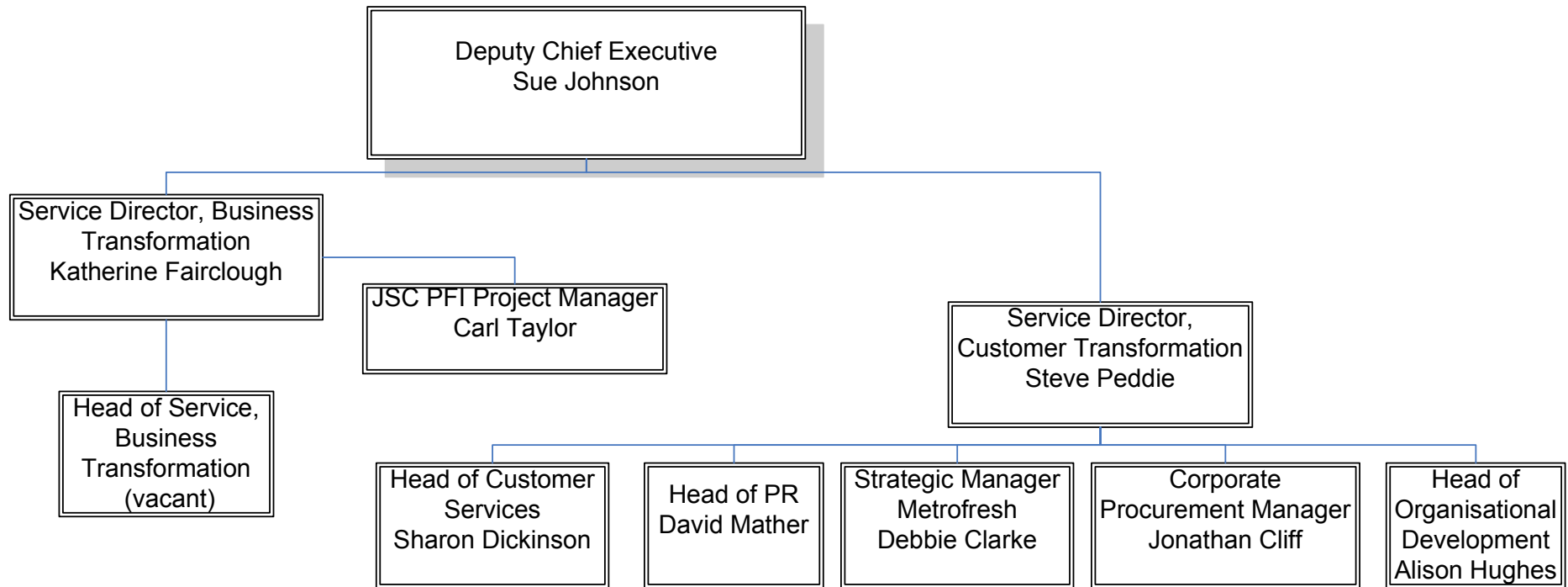
We currently provide our services from a range of locations; primarily at Wigan Town Hall, which is the council's democratic centre, but also from Haigh Hall, Wigan Investment Centre and Orrell District Office. We will review our locations as part of the organisation's review of its accommodation and as we make further progress with the development of our new department. We provide a range of services focussed on achieving transformational change and improvement across the organisation and with partners. The diagram below outlines the key services we provide under our key objectives.



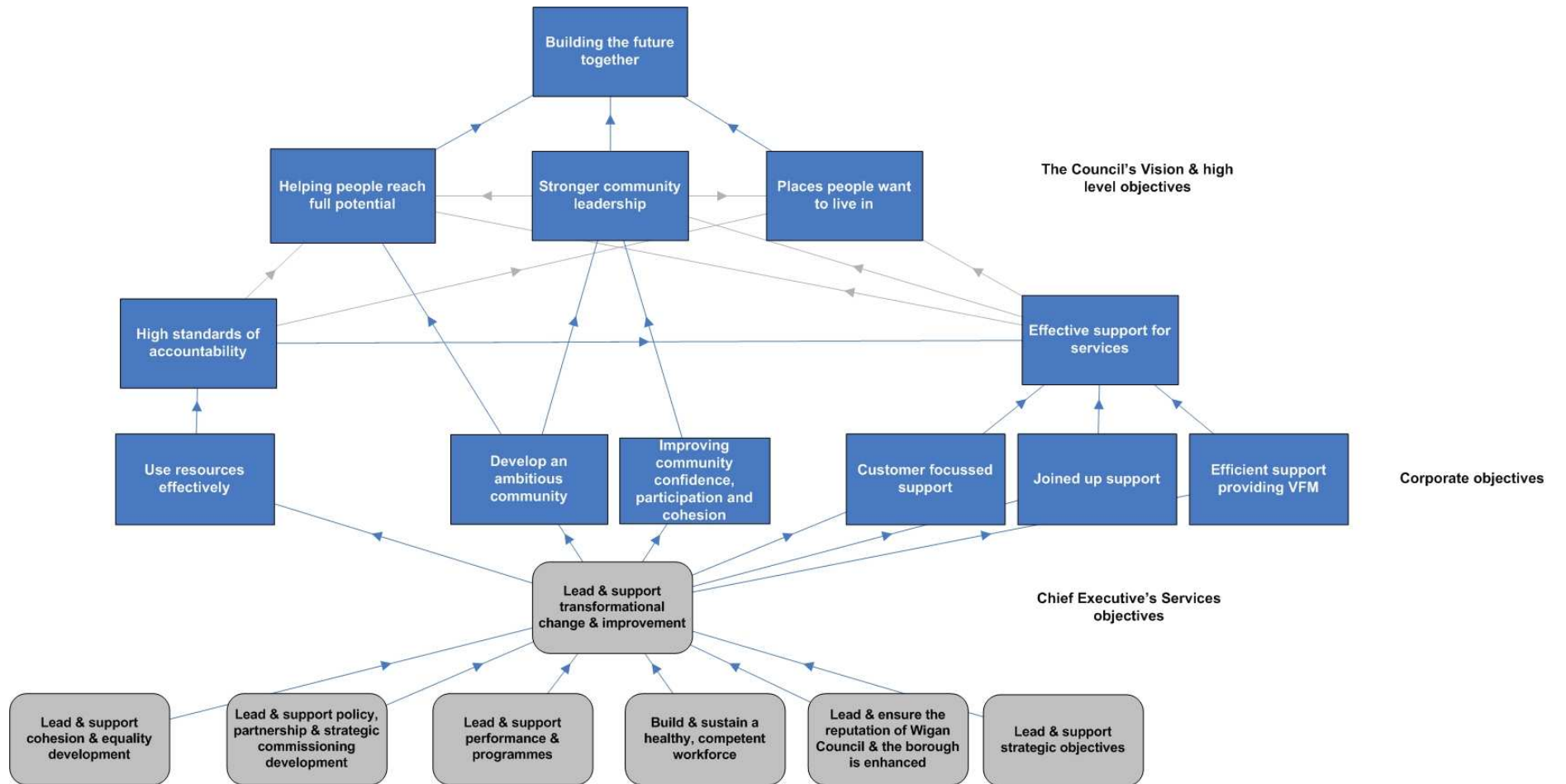
This plan is a working document and will be amended to reflect any changes in legislation or policy and customer requirements. At the end of this year (2008/09) we will evaluate our progress and refresh the plan for year 2 of this cycle (2009/10).

Sue Johnson
Deputy Chief Executive.

Chief Executive's Services Structure



How Chief Executive's Services contributes to achieving the Council's vision



Focusing on Customers & Partners

Our Customers and Partners include:-

- Elected members
- Local residents
- Officers of the Council
- Partner agencies from public, private and voluntary sectors
- Employees

We engage them through one to one discussions, surveys, conventions, meetings and involve them in planning both operationally and strategically. Our customers are generally satisfied with current services but ask that we remain flexible in responding to their changing needs.

Some examples of how we do this include:

- Annual Partnership Convention
- Bi-annual Employee Survey
- Employee briefings
- Face to face relationship manager discussions

We have a role to facilitate the Local Strategic Partnership (LSP) and support the Local Strategic Management Group (LSMG). New areas for partnership development include;

- The delivery of the new Local Area Agreement (LAA)
- Developing our approach to strategic commissioning
- Customer services contact centre
- Preparing for the Comprehensive Area Assessment – a refocusing of the way the local authority and its partners are inspected.

Resources

Finances

Financial Year 2007-08

Chief Executive's Services continue to operate within its allocated budget and has contributed to the Council's overall financial position remaining stable. In 2006/07 our controllable expenditure was contained within the budget demonstrating sound financial management controls. The main areas of variation are outlined in the table below:

Analysis of Main Variations		Controllable
		£000's
Committees	Reduction in the volume of paper agendas distributed	-34
Public Relations	A-Z, additional Borough Life Magazine & Employee Newsletter	34
Performance Improvement	Salaries Related Vacancies	-16
	Printing & Stationery	-19
	Grants & subscriptions	-7
Community Engagement	Vacancies	-28
	Recharge of staff time for NRF work - not budgeted	-19
	The Big Thankyou	14
Graduate Trainees	Recharge of 2 graduates not previously allocated	-28
Print	Reduction supplier click charges	-5
	2006/07, 2007/08 budget reductions not achieved	20
	Reduced bulk ordering for paper resales	15
	Reduction in click / reprographics work undertaken	15
	Reduced job run lengths	29
Central Training	06/07 approved bid - Equality & Diversity Training Programme for Senior Managers covering more than 1 year	-41
New Town Hall	Reduction in Income received from external functions	76
Other	Other Minor Variations	-16
Sub Total		-10

Financial Year 2008-09

Developing the new Chief Executive's Services Department has meant that some services have been transferred to Business Support Services whilst others have been unified within our department. This affects our budget. We have a growth of £100k to develop and implement an organisational development strategy.

The main changes to our structure and budget are in unifying workforce development functions from Adult Services, CYPS and Environmental Services (net budget £989k).

The following functions were transferred from Chief Executive's to the Business Support Services Department:

- Print
- Corporate Personnel
- Registrars
- Committees.

The services that are retained within Chief Executive's Services are:

- Business Transformation
- Project direction & management of the Joint Service Centre
- Customer Services
- Public Relations
- Metrofresh
- Procurement
- Organisational Development

In line with our new three year planning process we are developing a more integrated process for monitoring our financial resources together with our non-financial performance. This will help us to identify the impact of our resource decisions more easily and make the very best use of our resources.

Workforce

The headings in the table below are the key objectives of our People Strategy. The People Strategy has been developed to help us achieve excellent customer-focused services by planning to meet our workforce requirements. These requirements will be affected by the budget and service planning decisions we make. The key workforce issues we need to address are listed under the relevant objectives of the People Strategy below. Any key actions we need to take to address these will be included in the key tasks section of this plan with detailed activity managed through our workforce development plan.

<p>Attracting and developing outstanding people</p> <ul style="list-style-type: none"> • Maintain high level of interest in new posts. To date we have attracted high calibre candidates for these posts • Ensure new Employee Development Review (EDR) documentation is used across the department to focus on the skills and attributes we need in our workforce. 	<p>Transformational and visionary leadership</p> <ul style="list-style-type: none"> • We have recently recruited to a number of Heads of Service posts. These new roles required a new type of inspirational, visionary leadership. We will continue to recruit, retain and develop these skills.
<p>Embracing change and innovation</p> <ul style="list-style-type: none"> • We are re-shaping our services to meet internal and external customer needs. • We promote flexible, remote and home working and will be formalising suitable opportunities to take advantage of this where there is a customer and organisational benefit. 	<p>Achieving a business like culture</p> <ul style="list-style-type: none"> • We will ensure that all performance is reported consistently, to the highest standards using quality assured data. • Sharing knowledge, learning and expertise efficiently and effectively is a key development area for us.
<p>Valuing diversity and promoting equality & inclusion</p> <ul style="list-style-type: none"> • We have a better understanding of our workforce and the gaps that exist in terms of ethnicity, age, sex and disability representation. Where possible we will proactively recruit to ensure a representative balance. For example women in senior management posts and people with a disability. 	<p>Satisfying customers</p> <ul style="list-style-type: none"> • As part of the changes to our services and structures we are developing a relationship management role for our Heads of Service. A key requirement of this role will be to ensure our customers are satisfied with the services we provide to them and can offer and to provide one point of contact for our customers.

ICT

Technology is a critical resource that helps us to transform our services. The use of technology to enable efficient, effective and outstanding services is a key part of our financial and non-financial planning process. Many of the key projects and tasks identified in the key tasks section of this plan will be enabled through innovative use of technology. The table below identifies the ICT related issues that face us during this planning period under the key headings of the ICT Strategy. Any key actions we need to take to address these will be included in the key tasks section of this plan.

<p>Transforming Service Delivery</p> <ul style="list-style-type: none"> • This is the key focus of our work. We will proactively explore new ways of using ICT to transform our public services through our ICT strategy development role and business transformation and improvement role. • Identify new, collaborative technology to help us work with others more efficiently and share learning and knowledge across the department 	<p>Customer Relationship Management (CRM)</p> <ul style="list-style-type: none"> • We have a lead policy and operational role for CRM implementation. We will work collaboratively with other services
<p>Key Service Systems</p> <ul style="list-style-type: none"> • Customer complaints • Member Enquiry System • PerformancePlus™ - development to respond to new performance frameworks and approach • Local Information System • Agresso 	<p>Mobile and Remote Working</p> <ul style="list-style-type: none"> • Encourage others to identify and take up opportunities for more efficient and effective methods of work including remote and home working. • Identify and develop mobile and remote working where practical throughout our services.
<p>Facilitating Joined-up Systems and Working</p> <ul style="list-style-type: none"> • Investigate the need for and develop a business case if suitable for corporate room booking/events software • Identify new, collaborative technology to help us work with others more efficiently and share learning and knowledge across the department • Invest in programme / project management software 	<p>Providing and Using Information</p> <ul style="list-style-type: none"> • Identify new, collaborative technology to help us work with others more efficiently and share learning and knowledge across the department
<p>Telephone System Improvements</p> <ul style="list-style-type: none"> • Link to JSC contact centre developments • In line with flexible working investigate remote / home links to council's main system 	

Property

We want to provide outstanding services to our citizens and customers and our property portfolio is a key part of that aspiration. A fundamental part of the decisions we make during our planning process relates to the suitability of our property to deliver those services. The headings in the table below relate to the key objectives in our Asset Management Plan. We have listed any key property issues that we must address in order to deliver the service improvement identified in this plan. Any key actions we need to take to address these will be included in the key tasks section of this plan.

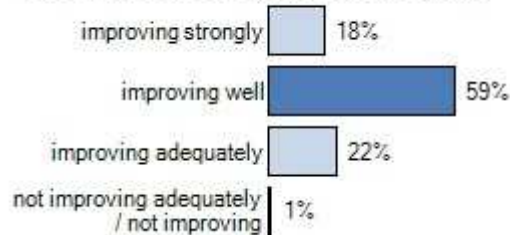
Property should be suitable a) to meet current service delivery objectives	Property should meet statutory/regulatory standards
<ul style="list-style-type: none"> • Need to re-work elements of Wigan Town Hall accommodation provision: <ul style="list-style-type: none"> ○ Hewlett Street entrance and committee room corridors ○ Committee rooms – potential to install room dividers and increase meeting space ○ Anjou suite – create informal meeting/work area 	<ul style="list-style-type: none"> • Wigan Town Hall meets the requirements of the Disability Discrimination Act, but some issues in the council chamber for any future disabled councillors need to be addressed • We have issues with working / meeting room conditions with regard to temperature variation • Particular issue about the waste treatment system in Wigan Town Hall
Property should be suitable b) to meet future service delivery objectives	Property-related costs should be minimised
<ul style="list-style-type: none"> • Alongside our service specific property issues we are the lead department for the development of our Joint Service Centre. We will work closely with colleagues in Business Support Services to ensure we make best use of this space linked to the accommodation review. 	<ul style="list-style-type: none"> • Consider locations of our services alongside accommodation review to minimise costs • There are clear links to the flexible working strategy

Performance & Value for Money

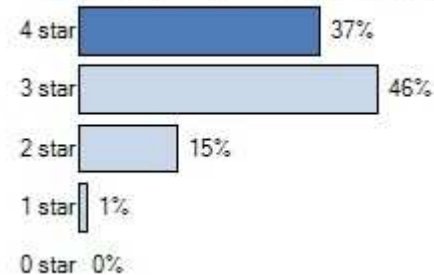
As part of the development of our new department we are looking to establish an effective performance management framework that measures the impact of our work on the outcomes that matter to us locally. Due to our enabling and supportive role across the organisation the Comprehensive Performance Assessment (CPA) offers a good indication of the outcomes of our work. The scorecard below details our latest CPA outcome (2007).



Direction of travel against other councils



Performance against other councils



This overall judgement is reached by looking at:

Direction of Travel		
The progress we have made in the last year		
2005	2006	2007
Improving well	Improving well	Improving well

Use of Resources		
How we manage our finances and provide value for money		
2005	2006	2007
3	4	4

Service Performance			
How our main services perform			
	2005	2006	2007
Benefits	3	3	3
Children & Young People	3	3	3
Culture	3	2	2
Environment	3	3	3
Housing	3	3	4
Social Care (Adults)	3	3	3

Corporate Assessment	
How the council is run	
2002	2006
4	4

Key Performance Measures & Tasks

The tables below show the key performance measures we use to evaluate our success in achieving our objectives and the key tasks that we will deliver in year 1 of this plan (2008/09) as well as any pre-programmed activity for 2009/10 and 2010/11.

The tables are structured so that there is a set of key tasks and a set of key performance measures for each of our objectives. This is to show the activities that will take place and how we will measure our success over the 3 year period of this plan. The key tasks are the important actions that will help us to achieve our departmental and corporate objectives or are the actions we need to take to help us manage the risks which may affect or enhance our success.




There are a number of nationally prescribed sets of measures that we have to produce. In many cases these don't tell us the important information we need to successfully manage our services locally. So we have also developed our own local performance measures. We have identified with a 'X' if a measure belongs to one of the national or key local frameworks.

The important frameworks are:

Comm.	Part of our Sustainable Community Strategy (Community Plan)
LAA	Part of our Local Area Agreement
Corp.	Part of our Corporate Plan
CAA	Used by the Audit Commission to assess our services in the Comprehensive Area Assessment
NIS	Part of the national indicator set
E&D	Equality & Diversity related indicators

In the performance tables we show our latest performance (*initially this will be quarter 3 performance where available but updated for the full year) together with targets for the three years that this plan covers.

In evaluating our latest performance against target we use a number of symbols. These are explained below:

	Our performance was better than our target range
	Our performance was within our target range
	Our performance was worse than our target range
-	Unable to compare with last year

Across the Department

The first set of information is named 'Across the department'. Here you will find key corporate issues such as equality and diversity tasks for the department and the actions we have identified through our risk management and business continuity processes. Whilst our planning process ensures that equality and diversity is 'mainstreamed' we want to raise the profile of equality and diversity across all of our services. This is why they are presented separately in this document. In this section you will also find performance measures for departmental wide issues such as sickness absence.

Equality and Diversity

Task	Responsible Officer	Resources	Start Date	End Date	Success criteria
Validate departmental Equality Impact Assessments (EIA)	Policy Officer Equality & Diversity	Departmental equality group	Ongoing from late 2007	April 2008	Evidence base developed for consultation process
Formulate consultation topics and questions from completed EIA's	Policy Officer Equality & Diversity	Departmental equality group	May 2008	June 2008	Customers and stakeholder views will be used to inform service provision
Run customer consultation event	K Fairclough	Departmental equality group	May/June 2008	March 2009	Services and policies amended to better meet customer need
Prepare for Level 3 validation process	K Fairclough	Departmental equality group	July 2008	Sept 2008	No major action points arising from validation and Level 3 ESLG awarded to council
Ensure EIA's undertaken for year 2 priorities in late 2008	K Fairclough	Departmental equality group	September 2008	December 2008	Ongoing review and improvement to services and policies – equality of access to services enhanced

Risk Management Tasks

Risk	Task	Responsible Officer	Resources	Start Date	End Date	Success criteria
Failure to participate in corporate processes	Carry out annual review of department risk register	K Fairclough	Existing	April 2008	January 2009	All risks identified and action to manage them established.
Low participation in partnership programmes	Implement LSP Performance Management Framework to sustain focus on key performance areas	Simon Dale	Existing	April 2008	March 2009	LSP assessed as 'green' by GONW
Failure to engage community and voluntary sector in partnership working e.g. service procurement	Carry out regular review of COMPACT & support Community Voluntary sector development via the council's procurement strategy	Simon Dale	Existing	April 2008	March 2009	Activities undertaken as planned. Feedback from 3 rd sector shows increased accessibility of the service.

Business Continuity Tasks

Risk	Task	Responsible Officer	Resources	Start Date	End Date	Success criteria
Failure to sustain services	Carry out annual review of business continuity arrangements	K Fairclough	Existing	Sept 2008	January 2009	Maintenance of key services
Flu Pandemic	Apply business continuity arrangements	Service Managers	Staff training	As required		Maintenance of key services
Flu Pandemic	Facilitate corporate provision around PPE and HR policy arrangements during a pandemic	S Johnson	Corporate resources Policy expertise in People's Services	July 2008	September 2008	Maintenance of key services
Sustained power loss to Wigan Town Hall	Arrange for utility supplier to install back-up arrangements	B Leigh	Expertise in Facilities Management	July 2008	September 2008	Maintaining the ability of Town Hall employees to work effectively/customers able to access services

Key Performance Measures

Key Performance Measure	Framework						Responsible officer	Latest performance			Targets		
	Comm.	LAA	Corp.	CAA	NIS	E&D		Target	Actual		2008/09	2009/10	2010/11
Total % sickness absence for department			X				Sue Johnson	3.60	3.35	★	3.35	3.30	3
% Short term sickness absence for department							Sue Johnson	1.80	2.30	▲	2.30	2.31	2.1
% Long term sickness absence for department							Sue Johnson	1.20	1.05	★	1.05	0.99	0.9
% Freedom of Information requests dealt with in required time limit			X				Sue Johnson	-	-		100	100	100

Lead & Support Transformational Change and Improvement

Service Improvement Tasks

Task	Responsible Officer	Resources	Start Date	End Date	Success criteria
Lead and support transformational change and improvement to deliver a new offer of service from the council					
Lead and support transformational change across the Council through the strategic leadership of Chief Executives Services	Sue Johnson	Existing	April 2008	March 2011	Restructured and customer focussed departmental services; achievement of key efficiency and value for money performance measures; positive working relationships with all elected members, ensuring access to effective systems to resolve their queries
Lead and support transformational change and improvement across the Council through the strategic leadership of the Business Transformation Division	Katherine Fairclough	Existing	April 2008	March 2011	Achievement of restructure and recruitment; achievement of service plan objectives, team performance indicators and personal objectives
To provide an improved offer to all customers and lead delivery of the Joint Service Centre	Katherine Fairclough	Existing	April 2008	March 2011	Financial close 11/08 Building works commence 12/08; project plan applies
Develop and implement performance management framework for the department	Katherine Fairclough	Virtual Performance Team	July 2008	Sept 2008	We have an agreed approach to managing our performance and evaluating the impact of

Task	Responsible Officer	Resources	Start Date	End Date	Success criteria
					our activities on priority outcomes
Provide an improved offer to all customers through leadership of the Public Service Transformation programme	Steve Peddie	Existing	January 2008	Ongoing but complete 2010 / 2011 (JSC)	Targets in the project plan met for: Contact Centre CRM BPR
Develop and roll out neighbourhood spokes	Steve Peddie	Public Services Transformation Board	April 2008	2 spokes in place by September 2008. 10 spokes in place by September 2009	Spokes in place and fully functional. Performance targets on delivery are set generically.
Lead and develop a change in customer service culture	Steve Peddie	Existing	February 2008	Ongoing	Enhanced customer service outcomes
Manage the relationship between the Council and WALH around Contact Centre development	Steve Peddie	Existing	April 2008	Ongoing	Delivery of a unified Contact Centre agreed jointly by Board and Cabinet
Lead and support cohesion and equality development					
Lead a review of the Council's approach to equality, diversity and cohesion that includes a team re-structure; partner	Katherine Fairclough	Departmental Equality Group Corporate Diversity	April 2008	March 2009	Successful achievement of ESLG for the Council; completion of action points emerging from the ESLG validation for CE



Task	Responsible Officer	Resources	Start Date	End Date	Success criteria
engagement; and the development of a revised action plan emerging from ESLG level 3 and consultation on Wigan Borough Partnership's Cohesion report		Champions Supported by Policy Officers			services by April 2009; Cohesion and Equality and Diversity team restructured and recruited by December 2008; the development of an integrated improvement plan by December 2008.
Lead and support policy, partnership and strategic commissioning development to make an impact on Wigan Borough outcomes					
Develop the partnership delivery and performance management framework for the new LAA and support LSMG to deploy	Katherine Fairclough	LAA lead officers	April 2008	Ongoing to 2011 but reviewed each year	Agreed new approach Support mechanisms established
Developing the Council and LSP Community Leadership role in particular how we develop and enhance democratic engagement at partnership and locality level	Katherine Fairclough	Existing. Including colleagues from Environmental Services	April 2008	March 2010	Stage 1 to deliver new approach to be achieved by March 2009. Implementation plan available and achievement of actions set out in the Cabinet report of 26 th June 2008 by March 2009.
Develop a commissioning advisory function for the LSP focusing on major outcome change	Steve Peddie	LAA Lead Officers	July 2008	September 2008	Functioning group reporting in to LSMG
Lead and develop an approach to Joint Strategic Needs Assessment	Steve Peddie	Virtual Performance Team	January 2008	Ongoing but publication of first	Generic products Shared web front end Township based profiles

Task	Responsible Officer	Resources	Start Date	End Date	Success criteria
		Public Health Team		JSNA by October 2008 Township profiles complete by January 2009	
Publish common standards and principles for commissioning and procurement practice in the Council	Steve Peddie	Existing	July 2008	October 2008	Publication by agreement
Support the development of a Single Commissioning Agency in support of Health and Wellbeing	Steve Peddie	Existing	January 2008	Ongoing	
Lead and champion the development of MetroFresh within the Council and towards a position of sustainability	Steve Peddie	Existing	January 2008	Ongoing	Break even on the bottom line Enhanced reputation Delivering on key NIS (e.g. NI 52) school lunch take-up
Lead and support performance and programmes					
Lead the preparation for external inspections. This includes Direction of Travel, annual assessment of PI's, CAA, Corporate Plan and	Katherine Fairclough		April 2008	March 2009	Successful achievement of external assessment processes

Task	Responsible Officer	Resources	Start Date	End Date	Success criteria
Sustainable Community Strategy					
To lead and ensure the reputation of Wigan Council and the Borough is enhanced					
Unifying and co-locating a Media and Communications Team	Steve Peddie	Unified Media and Communications Team	February 2008	September 2008	One managed service with all posts appointed
Publish a strategy that focuses on improving reputation through communications	Steve Peddie	Unified Media and Communications Team	May 2008	July 2008	Publication and communication strategy for it
Bring forward proposals for a partnership vision and associated branding for Wigan Borough (linked to JSC)	Steve Peddie	Image Wigan Group	May 2008	October 2008	We have a single proposal agreed by officers and Members and funded
Build relationships between Council leaders and the local media	Steve Peddie	Image Wigan Group Media and Communications Team	June 2008	Ongoing	Significant improvement in positive, managed media coverage associated with Council Leaders
Lead and support strategic objectives					
Supporting the development of a Wigan Improvement and Efficiency Strategy	Katherine Fairclough	Existing	April 2008	March 2009	The production of a strategy and implementation plan by Dec 2008 that delivers 3% efficiency savings

Task	Responsible Officer	Resources	Start Date	End Date	Success criteria
Build and sustain a healthy and competent organisation					
Unify a Learning and Development Team	Steve Peddie	Unified Media and Communications Team	February 2008	September 2008	One managed service with all posts appointed
Develop a 'Learning Hub' for the Borough	Steve Peddie	Unified Learning and Development Team	June 2008	February 2009	Co-located Learning and Development Team in one building with a business development plan
Publish an Organisational Development Strategy linking vision to competencies	Steve Peddie	Head of Organisational Development Unified Learning and Development Team	July 2008	September 2008	Publication and communication strategy for it.
Lead the strategic linking of ICT and asset management transformation strategies	Steve Peddie	Existing	April 2008	Ongoing	Publication of linked strategies and behaviour changes
Develop and support leadership initiatives across the Council	Steve Peddie	Existing	June 2008	Ongoing	Leadership and Management Strategy to be agreed and published.

Key Performance Measures

Key Performance Measure	Framework						Responsible officer	Latest performance			Targets		
	Comm.	LAA	Corp.	CAA	NIS	E&D		Target	Actual		2008/09	2009/10	2010/11
% of people who believe people from different backgrounds get on well together in their local area					X	X	K Fairclough	-	-	-	Need baseline	Need baseline	Need baseline
% of people who feel that they belong to their neighbourhood					X	X	K Fairclough	-	-	-	Need baseline	Need baseline	Need baseline
Civic participation in the local area					X		K Fairclough	-	-	-	Need baseline	Need baseline	Need baseline
% of people who feel that they can influence decisions in their locality					X		K Fairclough	-	-	-	Need baseline	Need baseline	Need baseline
Overall/general satisfaction with local area					X		S Johnson	-	-	-	Need baseline	Need baseline	Need baseline
Environment for a thriving third sector					X		K Fairclough	-	-	-	Need baseline	Need baseline	Need baseline
Avoidable contact: The average number of customer contacts per received customer request					X		S Dickinson	-	-	-	Need baseline	Need baseline	Need baseline
Fair treatment by local services					X		S Peddie	-	-	-	Need baseline	Need baseline	Need baseline
CPA Judgment							K Fairclough	4	4		4	-	-
Direction of Travel Judgement							K Fairclough	Well	Adequate		Well	Strongly	Strongly

Key Performance Measure	Framework						Responsible officer	Latest performance			Targets		
	Comm.	LAA	Corp.	CAA	NIS	E&D		Target	Actual		2008/09	2009/10	2010/11
Data Quality judgement							K Fairclough	3	2	▲	3	3	4
% customers satisfied with services received for the department							S Peddie	-	-		Need baseline	Need baseline	Need baseline

Reporting Progress

As part of our performance management framework we will report progress against our plan every quarter to our management team and policy panel. This will include cumulative performance against our key measures and progress to date on our key tasks. Our plan is a live document and during the year we will add in any major tasks or activities that we need to deliver, such as activities from a service improvement process or action resulting from changes in legislation.