

Report to: Overview and Scrutiny Co-ordinating Committee

Date: 17 August 2009

Subject: Corporate Strategy 2009-12

Report of: Chief Executive

Contact officer: Rob Roberts 2308

Purpose / summary: This report presents the Council's Corporate Strategy 2009-12.

Alternative options considered and reason for selecting the one recommended: The Council is not required to have a corporate strategy, but it is recommended as good practice.

Recommendation / decision: Members are requested to note and accept the Corporate Strategy for 2009-12, subject to final negotiation and agreement of specific targets being delegated to the appropriate Executive Director and Cabinet Portfolio Member.

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

This item is included in the Forward Plan.

Risks / Implications:

Financial:	There are no additional implications arising from this report.
Staffing:	
Policy:	
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	No - the Corporate Strategy makes reference to individual strategies, policies and plans designed to address Wigan's priorities and are required to have assessments completed.
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?

Not of its own. The Corporate Strategy makes reference to individual strategies, policies and plans designed to address Wigan's priorities.

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

No.

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

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

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

* delete which applicable

For Cabinet reports only :

Categorisation of the report:	x
Discussion leading to a decision	x
Monitoring	
Sharing for corporate understanding	

	x
Discussion	
Decision	
Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
	17 August 2009	30 July 2009	

List of Background Papers in accordance with Section 100D of the Local Government Act 1972:

Title of document	Which meeting did it go to?	Date of meeting	Copy available from?
Vision 2026 - Community Strategy			http://www.wigan.gov.uk/Services/CommunityLiving/Partnerships/

Proper Officer Joyce Redfearn

Date Chief Executive

Background:

1. Our performance management framework starts with development and agreement of strategy and plans for delivery of priorities. Development of our framework is based on managing the whole performance story – by focusing on performance, cost and activity. Members and employees have crucial roles in being accountable for performance and acting positively to address the causes of poor performance.
2. The Council has published an annual Corporate Plan, or similar, for a number of years. For 2008-11 and in previous years the Corporate Plan did not relate well to the Community Strategy or Local Area Agreement – largely through timing in review of the plans. There is no specific requirement for the Council to produce a separate plan, though it is recognised as good practice.
3. Wigan's Community Strategy (Vision 2026) and the Local Area Agreement provide a high-level strategy framework and the Council's Corporate Strategy for 2009-12 has been developed based on those four priorities:
 - Ambitious communities
 - Living healthier and longer
 - Realising aspirations
 - Strong community

An additional priority: Responsive, Responsible, Efficient, Effective; has been developed to reflect how the organisation is to be managed in ways that enable delivery of the Community Strategy priorities.

4. Each priority is defined through specific objectives, how they will be delivered, who is responsible, what outcomes will be different as a result, and our performance targets. This information is taken from departmental plans for 2009-12.
5. Some of the key performance targets are subject to negotiation (particularly those that relate to the LAA), and final agreement on specific targets is recommended to be delegated to the appropriate Executive Director and Cabinet Portfolio Member.
6. The basic content (priorities, objectives, performance) will be published and updated quarterly on our webpage and through infoboards at key customer contact sites. We plan to introduce a more-detailed version on our intranet that includes information on key actions/initiatives – helping all employees to more actively track how their role is important in delivering organisational success.

Proposals:

Members of the Overview and Scrutiny Co-ordinating Committee are recommended to note and accept:

1. the Corporate Strategy for 2009-12 as a three-year, rolling review strategy
2. final negotiation and agreement of specific targets is delegated to the appropriate Executive Director and Cabinet Portfolio Member

Alternative options considered and reason for the recommended option:

None considered, the proposals are made as recommended best practice.

Conclusions:

The Council's Corporate Strategy is an important document in communication of priorities and objectives, and the proposals are intended to ensure that we maximise the opportunities through regular publication of performance against plans through internet and intranet.

Wigan Council Corporate Strategy 2009-12

Our Corporate Strategy is a three-year rolling strategy, driven by the Community Strategy priorities for Wigan, and achieved through the plans in each of our departments. Delivery against our strategy is reviewed quarterly and the strategy itself is reviewed at least annually to ensure it retains relevance. This process begins in the late summer with the Leader of the Council and our Chief Executive producing an annual [Issues Paper](#) help us think about the key local, national and global issues and drivers affecting the Borough and the work of the Council. This is the chance to bring together in one place our thinking on the challenges and opportunities that we need to approach in the next 12 months and beyond.

One of the major themes in the Issues paper is that the world is a much less certain place than 12 months ago. We have seen unprecedented instability in commerce and finance – turbulence in global and national politics and this has and will continue to put pressure on public services now and into the future. The country is officially in “recession” and the challenge for us is to respond to this by:

- becoming more efficient – delivering more for less
- enabling others to deliver local services in a mixed economy
- supporting communities to be more self-reliant and cohesive
- continue to re-shape and update our organisation

We may feel strongly about the short term changes we want to make in Council services but we also have to start thinking more openly about the kind of radical changes that may be needed. The recent Place Survey has provided a reminder that services are well received, but the role of the Council and in particular opportunities to influence decision making are not. We do not have all the answers – but we know that the role of the Council is to bring values – and add value - to the communities it serves. Our focus on values will also insist that we pay more attention to addressing local inequalities – and in particular changing our mainstream services to support needs in disadvantaged communities more effectively.

We’ll need to prove to ourselves and others that we can reduce the inequalities gap that still affects so many local neighbourhoods. Working with our partners across all sectors - It’s our job to ensure that public services remain just that – public – and responsive to what our diverse communities need.

This document is the Council’s corporate strategy but we can’t make our vision a reality without working hard with our partners. These include local people, faith groups, third sector, business, the police, fire and rescue and health professionals.

One Vision

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

Priorities

Our priorities are taken from the Community Strategy for Wigan: Vision 2026. Our priorities are:

- **Ambitious communities**
- **Living healthier and longer**
- **Realising aspirations**
- **Strong community**

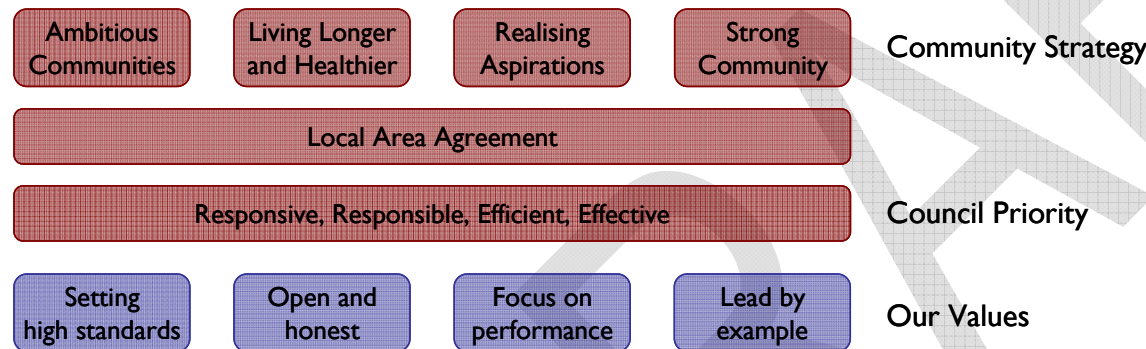
We have an internal priority to keep ourselves focused on being **responsive, responsible, efficient and effective** in the way we deliver public services.

Everything we do is based on our values. These summarise the way we want to go about our work and we will always do our best to live up to them.

Our values are:

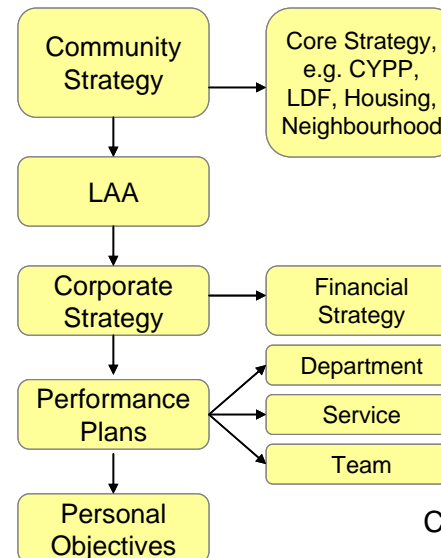
- **Setting high standards**
- **Open and honest**
- **Focusing on performance**
- **Leading by example**

Our strategy is best described in the following diagram:



Planning framework

Our planning framework is described in the schematic:



Performance management framework

Development of our framework is based on managing the whole performance story – by focusing on performance, cost and activity. Members and employees have crucial roles in being accountable for performance and acting positively to address the causes of poor performance.

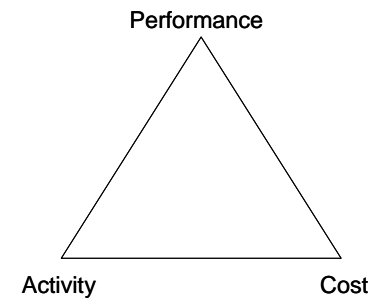
To manage only two sides of the triangle may result in a positive picture being generated that masks under performance. At all points we aim to benchmark our performance – and our approach to fundamental reviews will help us to focus on where we can gain benefits from improvement and efficiency.

Making it happen

Resources – financial settlements will continue to become more challenging over the medium-term, and in the short-term at least we will experience difficulty in our ability to realise investment income through disposal of assets. We therefore need to continue our programme of identifying and releasing efficiency savings to balance budgets and invest in service developments. Aligning all organisational resources – [finance](#), ICT, property, assets – to delivery of our priorities is essential.

People – whilst implementing job evaluation remains a challenge for employer and employee alike, a common theme is the need to focus on developing our people capacity and capability, attracting and retaining scarce key skills, and succession planning for our leadership and management tiers. Our [people](#) and [organisational development](#) strategies provide the focus for sustained and successful action.

Equality, diversity and cohesion – being a community leader, an employer and a provider of public services gives us a great opportunity to influence how we respect and respond to the needs of our diverse community. Our developing partnership approach to cohesion is providing a foundation for effective action that addresses both those areas that are clear to us, and those areas that perhaps exist below our line of sight. The new Equality Framework for Local Government also provides a framework that responds to our local ambitions and helps us deliver improvements.



Ambitious Communities

Opportunities exist that allow people to fulfil their ambitions within a local and regional economy that provides ease of access to jobs and services. People will have increased income levels and will be able to access better quality, affordable homes in safe neighbourhoods. Our communities will look to the future and protect our environment for future generations.

Objective	Action/Initiatives	Responsibility	Outcome	Targets
1. Get local people into work and sustain local employment	<ul style="list-style-type: none"> • Support for the recently unemployed • Support for local businesses • Address the borough's skills shortages • Support people back into work • Develop and promote employment sites and premises 	Martin Kimber Executive Director Environment	<ul style="list-style-type: none"> • A reduction in the employment gap locally and regionally • More people in work • Raised aspirations and ambitions • Less people receiving benefits • Higher skills economy and average wage • A more diverse, knowledge based economy • A choice of available business premises and supporting infrastructures 	NI 151 – Overall employment rate. (%) NI 152 – Working age people on out of work benefits. (%) NI 153 - Working age people claiming out of work benefit in the worst performing neighbourhoods. (%) (09/10 Target = 30%, 10/11 Target = 28%) NI 166 – Average earnings of employees in the area. (£/week) (09/10 Target = 431.70) NI 172 – VAT registered businesses in the area showing growth. (%) NI 173 – People falling out of work and onto incapacity benefit. (%) NI 174 – Skills gaps in the current workforce reported by employers. (%)
2. Provide residents with a choice of decent, affordable homes	<ul style="list-style-type: none"> • Better meeting the needs of vulnerable and homeless people by investing in better 	Martin Kimber Executive Director Environment	<ul style="list-style-type: none"> • Reduced levels of homelessness • Lower levels of empty properties 	NI 154 – Net number of additional home (09/10 Target = 700, 10/11 Target = 978)

Objective	Action/Initiatives	Responsibility	Outcome	Targets
	<p>prevention and support services.</p> <p>Strengthen our weaker housing markets by increasing choice and quality of the housing offer in these localities.</p> <p>Increase the overall supply of (affordable) housing to meet the needs of residents and the local economy</p>		<ul style="list-style-type: none"> • A housing mix that matches demand • A range of tenure options • Decency standards achieved • A range of tenure options • A reduced need for affordable housing 	<p>NI 155 – Number of affordable homes delivered.</p> <p>NI 156 – Number of households living in temporary accommodation. (09/10 Target = 30, 10/11 Target = 19)</p> <p>NI 159 – Supply of ready to develop housing sites. (%)</p> <p>NI 187 – Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating. (%)</p>
<p>3. Protect and improve the natural and physical environment for future generations</p>	<ul style="list-style-type: none"> • Shape the Development of the Borough • Promote Sustainable development through increasing awareness and understanding • Reduce energy use and promoting renewable energy sources. 	<p>Martin Kimber Executive Director Environment</p>	<ul style="list-style-type: none"> • Wigan is a more attractive place to live and work • Improved perception of local people of the attractiveness of their area • Wigan has attractive and accessible green space • Historical buildings are preserved • Improved design standards • Increased use of renewable energy sources • Improved air quality • Energy efficient buildings 	<p>NI 170 – Previously developed land that has been vacant or derelict for more than 5 years. (%)</p> <p>NI 185 – CO2 reduction from local authority operations.(Annual % CO2 reduction)</p> <p>NI 186 – Per capita CO2 emissions in the local authority area.</p> <p>NI 188 – Adapting to climate change.(Level) (09/10 Target = Level 2, 10/11 Target = Level 4)</p> <p>NI 194 – Level of air quality – reduction in NOx and primary PM10 emissions through local authority estates and operations. (%)</p>

Objective	Action/Initiatives	Responsibility	Outcome	Targets
				NI 197 – Improved local biodiversity – active management of local sites (%)
4. Make it easier and safer for people, goods and services to move around (or through) the borough and the surrounding region	<ul style="list-style-type: none"> • Manage congestion • Improve road safety • Develop and promote alternative sustainable modes of travel than the car 	Martin Kimber Executive Director Environment	<ul style="list-style-type: none"> • Reduced congestion • A transport network that encourages people to come to the Borough • A reduced dependency on private cars • Less road traffic accidents • An increase in development and economic prosperity 	NI 47 – People killed or seriously injured in road traffic accidents. (%) (09/10 Target = 100%, 10/11 Target = 94%) NI 48 – Children killed or seriously injured in road traffic accidents. (%) (09/10 Target = 22%, 10/11 Target = 20%) NI 167 – Congestion – average journey time per mile during the morning peak (Number) (Target = No increase) NI 175 – Access to services and facilities by public transport, cycling and walking. (%) (09/10 Target = 99.70%, 10/11 Target = 100%) NI 176 – Working age people with access to employment by public transport (and other specified modes.) (%)
5. Reduce the level of waste produced in the Borough	<ul style="list-style-type: none"> • Waste collection • Waste disposal • Waste prevention and 	Martin Kimber Executive Director Environment	<ul style="list-style-type: none"> • Better waste management • Less waste sent to 	NI 191 – Residual household waste per head. (Kg per household) (09/10 Target = 791kg,

Objective	Action/Initiatives	Responsibility	Outcome	Targets
	minimisation <ul style="list-style-type: none"> • Waste reuse • Waste recycling 		landfill <ul style="list-style-type: none"> • Reduced landfill costs • Residents are able to be more environmentally friendly • Positive affect on climate change and sustainability 	10/11 Target = 776kg) NI 192 – Household waste recycled and composted. (%) NI 193 – Municipal waste land filled (%) (09/10 Target = 76.91%, 10/11 Target = 76.91%)

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Living healthier and longer

Providing opportunities that help support people to make choices that improve quality of life and enable people to live longer particularly for those from disadvantaged backgrounds.

Objective	Action/Initiatives	Responsibility	Outcome	Targets
<p>1. Develop an infrastructure for increased personalisation, choice and control, through the transforming social care agenda</p>	<p>Review of operating systems for initial contact arrangements, and assessments and care management arrangements</p>	<p>Louise Sutton Service Director Personalisation and Community Services</p>	<ul style="list-style-type: none"> • People have a full awareness and understanding of their choices and how to access them • Information is effective and accessible for all citizens, enabling informed choices • People are able to make choices to be full citizens • The importance of carers and their contribution is recognised • Personalised budgets that have been allocated in a fair and transparent way are available for those eligible for support • Our workforce is strong, skilled and fit for purpose • A robust safeguarding procedure is embodied within the personalisation process • Service users are involved in service delivery and review 	<p>NI 130 Social care clients receiving self-directed support 2009-10: 15% 2010-11: 30%</p>

Objective	Action/Initiatives	Responsibility	Outcome	Targets
			<ul style="list-style-type: none"> Effective engagement in the local care market 	
<p>2. Enhance health, emotional well-being and quality of life, through the provision of universal, intermediate and early intervention services that support people to live life in the way that they choose</p>	<p>Review of Universal services:</p> <ul style="list-style-type: none"> Review current preventative services in light of PPF Review Information and Advice Services – availability to all people in community / consistency Develop advocacy / brokerage from user-led organisations Develop capacity / local access to universal services 	<p>Heads of Service Liv Bickerstaff, Sharon Eid, Julie Jeffers, Anthony Mohammad</p>	<p>People are less dependent on services and are living independently within communities</p> <p>Fewer service users / more independent citizens – reducing dependency</p> <p>Service users have revised expectations of social care provision</p> <p>Service users are more integrated within the community</p> <p>People play their part within the community</p> <p>Universal support is in place within communities</p> <p>Reductions in domestic violence and substance misuse</p> <p>Reduction in residential care users and hospital admissions</p> <p>Evidence of health inequalities being addressed</p> <p>The 7 outcomes for adult social care being achieved</p> <p>Increased integration with health - joint & single commissioning</p> <p>Care closer to home</p>	<p>NI 136 People supported to live independently through social services</p> <p>NI 124 People with a long-term condition supported to be independent and in control</p> <p>NI 125 Achieve independence for older people through rehabilitation/intermediate care</p>

Objective	Action/Initiatives	Responsibility	Outcome	Targets
			Seamless provision Individual success stories Training and education	
3. Reduce social exclusion for older people and other vulnerable adults	Communication and Leadership: <ul style="list-style-type: none"> • Engagement of key stakeholders in the Transforming Social Care agenda • Implementation of inclusive Transforming Social Care Communication Strategy 	Heads of Service Sharon Eid, Julie Jeffers, Anthony Mohammad	Services and support are developed to improve the outcomes of individuals Assessments are person centred and outcome focused Service users driving and setting agendas / user-led organisations Service users are involved in service delivery and review People are able to make choices to be full citizens We recognise the importance of carers and their contribution. All carers have equal access to services and support. Carers are involved in creative service planning.	NI127 – Service user – measures of experience Satisfaction feedback from ‘Have your Say’ annual survey NI 132/133 – Timeliness of assessments NI 135 Carers receiving needs assessment: 2009-10: 19.9% 2010-11: 20.5%
4. Ensure people’s personal dignity through the development of appropriate safeguarding arrangements	Develop safeguarding and risk management systems to support informed decision-making	Julie Jeffers Head of Service Provider and Quality Assurance	People are safe People retain their dignity Cohesive and effective working arrangements are in place with partner agencies and other council services – ‘whole family’ approach Safeguarding is everyone’s business / responsibility (community)	NI 128 user reported measure – dignity and respect % take up by private, voluntary and independent sector of allocated safeguarding training courses % of vulnerable adults invited to attend safeguarding case

Objective	Action/Initiatives	Responsibility	Outcome	Targets
			<p>People have confidence in services and support</p> <p>Reduction in formal safeguarding referrals</p> <p>There is the right balance between risks, rights and responsibilities</p> <p>Appropriate reflection and action is taken on lessons learned</p>	conferences
<p>5. Ensure equity and a fair balance in the allocation of the department's resources amongst service user groups, whilst remaining within budgetary resources available</p>	<p>Implement Personal Budgets (single, equitable RAS framework)</p>	<p>Sharon Eid Head of Service Targeted Services</p>	<p>An effective resource allocation system is in place</p> <p>The service remains within budget</p> <p>Budgets are realigned and allocated according to need</p>	<p>Spend/head</p> <p>Achieving a single RAS</p>
<p>6. In partnership, increase the number of people who have access to income, learning and employment opportunities</p>	<p>Lifelong Learning Plan Adult and Community Learning Business Plan Learning and Employment Business Plan Worklessness Strategy</p>	<p>Anthony Mohammed Head of Service Universal Services</p>	<p>There is a reduction in unemployment and increase in people with specific needs in employment</p> <p>Improved quality of life / self-esteem</p> <p>Less economic dependency and reliance on service intervention</p> <p>Increased aspirations</p> <p>A joined-up, borough-wide worklessness strategy is in place with partner agencies</p>	<p>NI 146 – adults with learning disabilities in employment</p> <p>NI 150 – adults in contact with secondary mental health service in employment</p> <p>Adults assisted into employment by Learning and Employment Service: 2009-10: 500; 2010-11: 600</p> <p>Adults assisted to obtain a Level 2+ qualification by Learning and Employment Service: 500 annually</p>
<p>7. Progress arrangements for the implementation</p>	<p>Formal pooled budget arrangements in place by</p>	<p>Stuart Cowley Service Director, Strategy</p>	<p>Improved joint working between the Council and</p>	<p>NI 124 – People with a long-term condition</p>

Objective	Action/Initiatives	Responsibility	Outcome	Targets
of the Single Commissioning Agency and achieve more integrated commissioning of services	April 2010 Develop commissioning model at individual / locality and strategic level across the Council and PCT in the Single Commissioning Agency	and Commissioning	PCT Agreed objectives and pooling of resources to benefit people using health and social care services Improved and more efficient infrastructure in place for commissioning Evidence of health inequalities being addressed	supported to be independent and in control NI 125 – Achieve independence for older people through rehabilitation / intermediate care NI 119 – Self-reported measure of people’s overall health and wellbeing (Place Survey)

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Realising aspirations

The people of the borough have raised aspirations for what they as individuals can achieve, particularly young people and people from disadvantaged communities. People of all ages are equipped with the right life skills and the qualifications employers need to achieve their ambitions and which enable them to participate.

Objective	Action/Initiatives	Responsibility	Outcome	Targets
1. Reduce teenage pregnancy and improve access to sexual health services	<p>Teenage Pregnancy Strategy:</p> <ul style="list-style-type: none"> Utilise data to develop models of targeted intervention work for young people Ensure social marketing informs delivery Develop a broad range of universal and targeted sexual health services Ensure delivery of high quality and consistent sex and relationship education (SRE) messages delivered through a multi-agency approach 	<p>Sue Elliott - Head of Health and Well-being Strategy and Commissioning</p>	<p>Reduced rates of teenage pregnancy. Reduction in the rate of STI's (e.g. Chlamydia NI 113)</p>	<p>NIS 112 Under 18 conception rate 2009-10: -50% 2010-11: -55% 2011-12: -60%</p>
2. Enhance children and young people's well-being, with a particular focus on obesity, alcohol abuse and emotional resilience	<ul style="list-style-type: none"> Alcohol Strategy: Establish Alcohol service for Young people covering Prevention, Harm Reduction and Treatment Develop a local Child Health Strategy that drives commissioning Obesity Strategy: target interventions and 	<p>Sue Elliott- Head of Health and Well-being Strategy and Commissioning</p>	<p>No increase in obesity Reduction in substance abuse including alcohol Increased participation in physical activity and sport</p>	<p>NI 56 Obesity in primary school age children in Year 6 – 18.1% NI 55 Obesity in primary school age children in Reception Year – 10.3% NI 53 – Prevalence of breastfeeding at 6-8 weeks from birth – 34% 2010-11 NI 57 Children and Young People's participation in high quality PE and sport –</p>

Objective	Action/Initiatives	Responsibility	Outcome	Targets
	<p>treatment for young people at high risk of obesity</p> <ul style="list-style-type: none"> • Implement Mental Health Strategy to support emotional resilience • Support all settings to meet the Healthy Schools Plus standards 			90% 2010-11
3. Safeguard children and young people through improved prevention, early intervention and community engagement	<ul style="list-style-type: none"> • Develop a coherent parenting support service Tiers 1-4 locality based • Wigan Safeguarding Children Board Post Haringey Action Plan (including recommendations from the Laming Report) • Re-configure social care services to minimise changes of social worker and deliver a greater range of services from an area base • Joint Work with GM Police to develop a data base of young people in the community who are frequently missing from home • As a response to Apply lessons learned from Serious Case Reviews 	<p>Sue Elliott- Head of Health and Well-being Strategy and Commissioning Marlyn Banham - Head of Social Care</p>	<p>Improved reflective support and supervision together with a more analytical approach through training will lead to more targeted interventions that will reduce the number of re-referrals.</p> <p>Reduction in the number of referrals to social care at threshold 3b/4 through targeted parenting support</p> <p>Increased awareness of all partner agencies re safeguarding to ensure children are kept safe.</p> <p>A more consistent approach to safeguarding across all partnership services</p>	<p>NI 60 Core Assessments completed within 35 working days – 86% by 2011-12</p> <p>NI 64 Child Protection Plans lasting 2 years or more – 3%</p> <p>2016SC Percentage of referrals that are repeat referrals within 12 months – 20.5% by 2011-12</p>

Objective	Action/Initiatives	Responsibility	Outcome	Targets
	<ul style="list-style-type: none"> • Create a safeguarding unit that leads the agenda on behalf of health and CYPS 			
4. Improve outcomes for Children in Care	<ul style="list-style-type: none"> • Corporate Parenting Strategy developed • Participation of Children and Young People • Placement Stability • Deliver a First Class Education • Promote health and well being • Sustainable training and employment opportunities • Develop a range of suitable accommodation options for care leavers 	Marlyn Banham - Head of Social Care	Improved outcomes include:- Increased stability of placements Increased number of Care leaver's in EET Increased percentage of CIC achieving qualifications	NI 63 Children in Care Stability of Placements: length of placement – 83% by 2011-12 NI 62 Stability of Placements of looked after children: number of moves – 9% NI 101 Children in Care achieving 5 or more GCSEs at A*-C – 16.5%
5. Improving participation and attainment in education, employment and training for 14-19 year olds	<ul style="list-style-type: none"> • Deliver a range of flexible learning opportunities including Diplomas • Deliver the NEET strategy • Deliver the September Guarantee 	Carol Bluer -Head of 14 to 19 Strategy and Commissioning Sue Astbury-Head of Integrated Support	Increased participation of 16 to 18 year olds in EET Increase in the number of young people with LDD in EET Increase in the number of young people gaining qualifications at level 2 and 3	NI 79 Achievement of a Level 2 qualification by the age of 19 – 74% by 2011-12 NI 80 Achievement of a Level 3 qualification by the age of 19 – 45% by 2011-12 NI 117 NEET – 6.8% by 2010-11
6. Narrow the attainment gap between our most disadvantaged communities and the population as a whole	<ul style="list-style-type: none"> • Wigan Primary Strategy • Wigan Secondary Strategy: • Support schools to improve the outcomes 	Jill Clarke – Head of Learning	Improved attainment outcomes for young people in deprived neighbourhoods Improved attainment by young people in vulnerable groups especially those with	NI 102a Achievement gap FSM KS2 (English and Maths) – 16% by 2010-11 NI 102b Achievement gap FSM KS4 – 23% by 2010-11 NI 92 Narrowing the gap

Objective	Action/Initiatives	Responsibility	Outcome	Targets
	<p>of pupils with FSM through specific interventions with targeted schools in deprived areas plus continue to support all schools in tracking and intervening to accelerate the progress of all vulnerable groups with a special focus on pupils with FSM through the work of SIPS, consultants and advisers</p>		<p>SEN and LDD Improvement in NI 104 and 105 SEN/Non SEN gap</p>	<p>between the lowest achieving 20% in the EYFSP and the rest – 27.37% by 2010-11</p>

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Strong community

Communities are at the heart of all we do, where people support and care for the wellbeing of others and the future. A community with a strong sense of what it is capable of achieving and where there are opportunities to get involved, particularly for young people, in shaping the future.

Objective	Action/Initiatives	Responsibility	Outcome	Targets
1. Make neighbourhoods safer and cleaner	<ul style="list-style-type: none"> Reduce crime and fear of crime. Improve the cleanliness and attractiveness of the borough Develop Neighbourhood Teams to deliver fast and responsive services in localities, aligned with local priorities. Develop regulatory enforcement 	Martin Kimber Executive Director Environment	<ul style="list-style-type: none"> A better understanding of the needs of localities Improved integrated place management Increase resident's satisfaction with their local area and their involvement in decision making Improved community empowerment Stronger pride and civic engagement and involvement 	<p>NI 4 - % of people who feel they can influence decision in their locality (09/10 Target = 25.54%, 10/11 Target = 26.35%)</p> <p>NI 21 – Dealing with local concerns about anti-social behaviour. (10/11 Target = 24.90. Place Survey Indicator)</p> <p>NI 27 - Understanding of local concerns about anti-social behaviour by the local council and police.</p> <p>NI 195 – Improved street and environmental cleanliness (graffiti, litter, detritus and fly posting). (%) 09/10 Target = Litter 26%, Detritus 29%, Graffiti 6%, Fly-posting 2%. 10/11 Target = Litter 20%, Detritus 23%, Graffiti 4%, Fly-posting 1%)</p> <p>NI 196 – Improved street and environmental cleanliness – fly tipping.</p>
2. Reduce children and young people's involvement in anti-social behaviour and offending	<ul style="list-style-type: none"> Review strategies/action plans jointly with other agencies to deliver the YJB capacity and capability assessment 	Sue Astbury-Head of Integrated Support	<p>Reduction in re-offending</p> <p>Fewer young people entering the youth justice system</p> <p>Increased participation of</p>	<p>NI 111 First time entrants to youth justice system – 1380 by 2010-11</p> <p>NI 19 Rate of proven reoffending by young</p>

Objective	Action/Initiatives	Responsibility	Outcome	Targets
	<p>/plan and secure improvements in key outcome measures</p> <ul style="list-style-type: none"> • Develop and deliver the seven elements of the Youth Crime Action Plan • Anti-social behaviour strategy – develop protocols between CYPS, Housing, Police and Neighbourhood Services • Service Level Agreements and protocols developed in relation to the delivery of services in Hindley YOI 		young offenders in EET	<p>offenders – 31.4% by 2011-12</p> <p>NI 45 Young offenders engagement in suitable education employment or training (EET) – 95% by 2011-12</p>
<p>3. Improving the range of things to do and accessibility of positive activities for all</p>	<p>Things to do, places to go strategy:</p> <ul style="list-style-type: none"> • develop a new Neighbourhood Youth Facility in an Area of identified need in partnership with young people • Increase the range and provision of Positive Activities to young people on Friday and Saturday Evenings • Participation Strategy: implement the participation structure in order to recognise 	Sue Astbury-Head of Integrated Support	<p>Greater participation of young people in positive activities</p> <p>Increased range of opportunities for young people.</p>	<p>NI 110 Young people's participation in positive activities – 71.8% by 2010-11</p>

Objective	Action/Initiatives	Responsibility	Outcome	Targets
	children and young people's role in scrutiny and decision making			
4. Increase participation in community and cultural activities that improve the well being of individuals, and community cohesion	<ul style="list-style-type: none"> • Develop and implement an integrated strategy, commissioning framework and performance management framework for culture, health & wellbeing. • Carry out a regular community survey to provide detailed demographic information about participation / satisfaction rates • Focus on the implementation of the SHAPE (Sport, Health & Physical Education) Strategy 2006-12 • Continued implementation of free swimming for all, and related capital improvements to pool infrastructure (subject to availability of resources beyond 2011). • Implement Play Pathfinder programme • Implementation of the Parks Strategy 	Head of Service Leisure and Culture Paul Gover	<ul style="list-style-type: none"> • Clearer focus for prioritising investment and for measuring impact • Provision of inclusive opportunities for participation that address areas of inequality. • Increased participation in, and satisfaction with, opportunities for physical and creative activity • Increase in physical activity throughout the population, resulting in reductions in obesity and related morbidity. • Reduction in health and other inequalities • Increased participation in regular volunteering • Increase in community cohesion 	<p>NI 8 Adult participation in sport and physical activity (Active People Survey): 23.7% by 2012</p> <p>NI 9 Use of public libraries (Active People Survey): 41.7% by 2012</p> <p>NI 10 Visits to museums or Galleries 44.19% by 2012</p> <p>NI 11 Engagement in the arts (Active People Survey): 34.86% by 2012</p> <p>NI 199 Children and Young People's Satisfaction with parks and play areas (Tell Us Survey): 41.9% by 2012</p>

Objective	Action/Initiatives	Responsibility	Outcome	Targets
	<ul style="list-style-type: none"> Implementation of Heritage strategy and development of outreach work 			
<p>5. Lead and support partnership development for stronger communities</p>	<p>Support delivery of an effective LSP:</p> <ul style="list-style-type: none"> Evaluate impact of governance framework Develop effective policy and advisory function Establish work programme that demonstrates improved outcomes <p>Facility development of effective local governance:</p> <ul style="list-style-type: none"> Development of PACT's Development of townships LSP alignment <p>Lead development of a thriving 3rd sector:</p> <ul style="list-style-type: none"> Third Sector Action plan 	<p>Katherine Fairclough, Service Director Business Transformation</p>	<ul style="list-style-type: none"> Effective LSP – seen as being a driver for local priorities Partners work together Effective voice at locality level Third sector recognised and valued Thematic partnerships effective at driving improvement 	<p>N11 % people of people from different backgrounds who get on well together – 72% by 2010-11</p> <p>N14 % people who feel they can influence decisions in their locality – 26.35% by 2010-11</p> <p>N17 – Environment for a thriving 3rd sector – 22.3% % voluntary organisations that receive long-term funding</p>

Responsive, Responsible, Efficient and Effective

To deliver our community-facing priorities properly we must understand and respond to community needs and aspirations. We must encourage and provide community leadership to guide these needs and aspirations, and behave responsibly in conduct and use of public funds. Our internal expectations are that we achieve improvements and efficiencies in the way we deliver services – to maximise the benefits and minimise the costs to our local community.

Objective	Actions/Initiatives	Responsibility	Outcome	Targets
1. High standards of governance	<ul style="list-style-type: none"> • Embed new scrutiny arrangements • Further develop the new standards regime • Modernise the constitution through a series of reviews 	Kevin Lawson, Service Director Borough Solicitor	Transparency in decision making.	Attain the North West Charter for Member Development Level 4 for Organisational Assessment Reduced complaints in relation to Members by 5% Maladministration findings maintained at current level (0) and complaints reduced by 10%
2. Strengthen the democratic process	<ul style="list-style-type: none"> • Embed new scrutiny arrangements • Supporting Townships - Servicing meetings etc • Promoting democracy through publicity, involving hard to reach groups and having Member involvement • Procurement of committee management system –collaborating with other AGMA authorities • Member Training and awareness raising 	Kevin Lawson, Service Director Borough Solicitor	Effective influence in decision making. Transparency in decision making.	5% increase in electoral turnout 20% increase in training take up of members

Objective	Actions/Initiatives	Responsibility	Outcome	Targets
3. Manage Council risk	<ul style="list-style-type: none"> • Annual Internal Audit Plan • Insurance Policy • Business Continuity Plan • Asset Management Plan – deliver programmed property inspections • Health and Safety inspections and training 	Paul McKeivitt Service Director Corporate Services	Ability to maintain services and minimise risk	100% completion of audit plan 50% claims repudiated Attain BS25999 – Business Continuity British Standard All Property assets comply with statutory/ regulatory requirements Reduced level of accidents by 3%
4. Enable and support the Council and partners to deliver outstanding services that anticipate and respond to needs of customers	<p>Accommodation Strategy:</p> <ul style="list-style-type: none"> • Ensure joint working approach – People, IT, Property, Business Continuity Management • Reviewing and implementing a more flexible approach to work <p>Partnership Agreement:</p> <ul style="list-style-type: none"> • Customer consultation • Understand customer needs • Roll out Partnering Agreement • Customer Satisfaction Survey <p>Support Service Review Findings:</p> <ul style="list-style-type: none"> • Complete structures • Clear action plan 	Paul McKeivitt, Service Director Corporate Services and Terry Dunn, Service Director Customer Services	High level of citizen satisfaction with services	Delivery to Partnership Agreement targets 85% customer satisfaction for 2009/10 Meet efficiency targets set by SSR Contribute to the achievement of Wigan's efficiency targets: 2008/9 - £9.8m 2009/10 - £10.1m 2010/11 - £13.9m ISO quality standard achieved across all divisions by 2011 Top quartile comparative data against family group

Objective	Actions/Initiatives	Responsibility	Outcome	Targets
	<ul style="list-style-type: none"> • Culture • Communication – employee involvement • Develop business like culture IT Strategy: <ul style="list-style-type: none"> • Integrated HR / Payroll system implementation • Systems thinking • Revenue and Benefits system 			
5. Lead and support a new approach to customer centric service delivery	Implement customer access strategy Establish common approach to collection and use of customer insight Develop and implement customer service training programme	Sharon Weetman Head of Customer Service	<ul style="list-style-type: none"> • Profiled customers help the organisation target and learn from needs better • Personalised customer service • Queries resolved first time • Channels appropriate to needs • Facilities close to contact • Administrative and operational buildings fit for purpose • Professional and consistent delivery • Motivated employees 	NII4 Avoidable contact Satisfaction with complaint handling Satisfaction with front-line customer service % first point resolution Achieve Customer Service Excellence Standard % savings from customer channel management
6. Enhance and protect the reputation of Wigan	Improve the Council website Introduce OneCom suite of	Steve Peddie Service Director, Customer Transformation	<ul style="list-style-type: none"> • Mature, positive dialogue with local press 	Achieve website 'Transactional' status from SOCITM

Objective	Actions/Initiatives	Responsibility	Outcome	Targets
	products Improve management of media relations Develop better coordination for marketing and advertising spend Roll out WiganLife partnership brand Develop Wigan Council brand		<ul style="list-style-type: none"> Satisfaction with and experience of the Council are aligned Realise 'One Council' Pride in working for the Council Modelling behaviour National reputation 	3% savings on marketing and advertising spend Increase Borough Life editions from 4 to 6
7. Lead development and delivery of initiatives to achieve the Council's vision for organisational capacity and capability	Implement organisational development strategy: <ul style="list-style-type: none"> Develop unified service Implement competences framework Improve workforce data Develop and implement leadership and management development programme Develop recognition strategy 	Alison Hughes Head of Organisational Development	<ul style="list-style-type: none"> Individuals understand their roles and their contribution to organisational success Capability, capacity and succession planning is consistent and leaves no legacy issues Leadership is seen as a strength Council role as employer meets and responds to needs of diverse communities 	65% of employees who would recommend working for Wigan Council 79% overall employee satisfaction with Wigan Council as an employer 65% overall satisfaction with leadership and direction of the Council 77% satisfaction with training opportunities provided at work Training days/employee 80% of staff who had their training needs reviewed annually via an EDR 70% of staff who state that any actions agreed at EDR usually take place
8. Lead the development and delivery of strategic initiatives to achieve the Council's vision for	<ul style="list-style-type: none"> Co-ordinate and drive forward Wigan Council's participation within the Greater 	Rob Roberts Head of Business Transformation	<ul style="list-style-type: none"> Sustainable financial strategy is implemented Clear programme with defined impact 	Efficiency savings delivered to plan LAA achievement Overall target attainment -

Objective	Actions/Initiatives	Responsibility	Outcome	Targets
improvement and efficiency	<p>Manchester Collaborative Efficiency Plan</p> <ul style="list-style-type: none"> • Review and implement a new Performance Management Framework • Design and facilitate a series of fundamental reviews to deliver service improvements and efficiency savings • Develop the Council's approach to programme and project management 		<ul style="list-style-type: none"> • Service delivery reflects local priorities • Collaborative and shared services is the norm 	<p>90% green/amber</p> <p>% overall employees who think that Wigan Council manages change well</p>