

**Report to:** Audit Governance & Improvement Review Committee

**Date:** 26 March 2009

**Subject:** Corporate Performance Report - Quarter 3 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 National Indicator Set, Local Area Agreement and 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:	<b>x</b>
Discussion leading to a decision	
Monitoring	<b>x</b>
Sharing for corporate understanding	

	<b>x</b>
Discussion	
Decision	
Information	

**Tracking/Process:**

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council

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 04 March 2009

## Corporate Performance Report - Quarter 3 2008/09

<b>1. Introduction .....</b>	<b>4</b>
<b>2. Summary of Performance .....</b>	<b>4</b>
2.1 National Indicator Set.....	4
2.2 Local Area Agreement .....	5
2.3 Corporate Plan Performance .....	6
2.4 Corporate Improvement Programme Summary .....	7
<b>3. Exception Reporting .....</b>	<b>7</b>
<b>Appendix A: Breakdown of the NIS, LAA and Corporate Plan Indicators .....</b>	<b>21</b>
<b>Appendix B Progress against tasks in the Corporate Improvement Programme ....</b>	<b>33</b>

## Corporate Performance Report - Quarter 3 2008/09

### 1. Introduction

This report seeks to consolidate and provide an overview of current performance at quarter 3 against the key performance indicators and tasks that the Council and its partners are accountable for, specifically through the National Indicator Set, Local Area Agreement (LAA), Corporate Plan and Corporate Improvement Plan.

The report primarily focuses upon those indicators that can be monitored on a quarterly basis, although annual data that has already been published has also been incorporated.

We are currently at the early stages of reviewing our approach to performance management within the authority and this performance report represents the first step on this journey. As such there are some gaps in the information incorporated within this report, particularly in relation to benchmarking data. However, it is our intention to provide a comprehensive synopsis of performance at the end of quarter 4.

### 2. Summary of Performance

#### 2.1 National Indicator Set

The National Indicator Set (NIS) consists of 198 indicators, which were announced by the Department for Communities and Local Government (DCLG) in October 2007. It is the intention that the NIS is the only set of indicators against which central government will performance manage local authorities. They replaced all other existing sets of indicators, including Best Value Performance Indicators (BVPIs), from 1st April 2008.

Table 1 below provides a summary of quarter 3 performance against the NIS. It is important to note that although the NIS is defined as incorporating 198 indicators, there are in fact approximately 213, due to a number indicator sub-sets.

**Table 1: Summary of Performance at Quarter 3 (NIS)**

On course to achieve target?		Q1	Q2	Q3	Q4	Direction of Travel (3 year trend)		Q3
	On track and/or delivered			34		↑	Performance is improving	41
	Below target, but likely to recover			10		→	Performance is the same	17
	Below target and unlikely to recover			14		↓	Performance is declining	17
N/A	Data available, but no target set			12				
N/A	Not available / applicable			143		N/A	Not available / applicable	138

As can be seen within Table 1, a large proportion of the NIS cannot presently be monitored quarterly, as they are annual indicators (for example, obtained through the Place Survey, or from attainment data). In addition, due to the large number of new indicators, we are aware that departments need to baseline performance before targets can be set, or direction of travel monitored. There are also a number of indicators which

will be negotiated with Government Office North West during the imminent Local Area Agreement refresh.

Of those indicators that we can monitor performance for:

- **49% were on track or delivered;**
- **14% were below target, but likely to recover to achieve the year end target;**
- **20% were below target and unlikely to recover; and,**
- **17% had no targets attached to them.**

Of the above indicators, 55% are showing an improving trajectory, with performance declining amongst 23% of indicators.

**Table 2: Comparison against England Averages**

<b>Performance against England average</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Within top 25%				
Within middle 50%				
Within bottom 25%				
Not available / applicable				

## **2.2 Local Area Agreement**

Our Local Area Agreement (LAA 2008-2011) sets out the priorities for Wigan Borough, which will be tackled through the Local Strategic Partnership. In total, there are 56 indicators in the LAA (or 74 including the sub-sets), of which 34 are outcome targets, 16 are statutory education/early education indicators and 14 are 'local' targets. Each of the indicators has been chosen to reflect local priorities and needs.

Tables 3 and 4 below illustrate a summary of current performance against our LAA targets, split across the 4 key outcome areas. However, it is again important to stress that a large proportion of the indicators can not at present be monitored on a quarterly basis.

**Table 3: Summary of Performance at Quarter 3 (LAA)**

<b>On course to achieve target?</b>	<b>Safer and Stronger Communities</b>	<b>Children and Young People</b>	<b>Healthier Communities</b>	<b>Economic Development &amp; Enterprise</b>
On track and/or delivered	6	5	4	5
Below target, but likely to recover	0	2	2	0
Below target and unlikely to recover	1	7	0	0
N/A Not available / applicable	6 (3 place survey)	13	7 (1 place survey)	16

Of those indicators that we can monitor performance for:

- **62.5% were on track or delivered;**

- 12.5% were below target, but likely to recover to achieve the year end target; and,
- 25.0% were below target and unlikely to recover.

**Table 4: Direction of Travel at Quarter 3 (LAA)**

Direction of Travel (3 year trend)		Safer and Stronger Communities	Children and Young People	Healthier Communities	Economic Development & Enterprise
↑	Performance is improving	5	11	4	6
→	Performance is the same	0	0	2	2
↓	Performance is declining	1	3	2	1
N/A	Not available / applicable	7	13	5	12

The direction of travel is showing an improving trend amongst 70% of the indicators that can be monitored in this way, with performance declining across 19% of the indicators.

### 2.3 Corporate Plan Performance

The Corporate Plan consists of a mix of high level performance indicators from the NIS and LAA, along with a set of Corporate Health indicators previously agreed by SMT. There are 84 indicators in total, which are monitored both quarterly and annually.

**Table 5: Summary of Performance at Quarter 3 (Corporate Plan)**

On course to achieve target?	Q1	Q2	Q3	Q4	Direction of Travel (3 year trend)		Q3
On track and/or delivered			17		↑	Performance is improving	20
Below target, but likely to recover			3		→	Performance is the same	7
Below target and unlikely to recover			7		↓	Performance is declining	6
N/A	Data available but no target		1				
N/A	Not available / applicable		56		N/A	Not available / applicable	51

Of those indicators that we can monitor performance for:

- 63% were on track or delivered;
- 11% were below target, but likely to recover to achieve the year end target; and,
- 26% were below target and unlikely to recover.

The direction of travel is improving across 61% of indicators, with a declining trend in 19%.

**Appendix A** gives a full break down of the NIS, LAA and Corporate Plan indicators.

## 2.4 Corporate Improvement Programme Summary

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. As can be seen below, all of the tasks within the programme have either been met or exceeded at quarter 3.

**Table 6: Corporate Improvement Programme**

Progress Against Key Tasks		Q1	Q2	Q3	Q4
★	Task Exceeding Target	-	51.7%	62%	
●	Task On-track	-	44.8%	38%	
▲	Task Off-track	-	3.4%		

**Appendix B** gives full details of progress against each of the 29 tasks in the Corporate

## 3. Exception Reporting

In order to ensure that our performance reporting is focused upon those areas that are a priority to the authority, each department within the council has been asked to identify a list of 'indicators that matter'. The indicators included should reflect service objectives and as a minimum incorporate all of the LAA targets. Each of the indicators included within this list can be identified within the table at Appendix A.

It is the intention that progress against these indicators will be included within this report on an exception basis if they fall below target, display declining performance, or are significantly below benchmark averages.

The indicators that fall within this category during quarter 3 are listed below. A detailed summary of the causes of the underperformance, the action planned to tackle the issues and the projected outcomes (provided by departments) are summarised in Table 7 below.

- NI 15 Serious violent crime rate
- NI 45 Young offenders engagement in suitable education, employment or training
- NI 53 Percentage of infants being breastfed at 6-8 weeks
- Ni 56 Percentage of children in Year 6 with height/weight recorded, who are obese
- NI 62 Stability of placements of looked after children: number of moves
- NI 63 Stability of placements of looked after children: length of placement
- NI 73 Achievement of 5 or more A\*-C at GCSE or equivalent, including English and Maths
- NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2
- NI 99 Children in Care reaching level 4 in English at Key Stage 2
- NI 101 Children in Care achieving 5 A\*-C GCSEs or equivalent, including English and Maths
- NI 102i Achievement gap between pupils eligible for free school meals and their peers (Key Stage 2)
- NI 102ii Achievement gap between pupils eligible for free school meals and their peers (Key Stage 4)
- NI 117 16 to 18 year olds who are not in education, employment or training
- NI 123 Stopping smoking
- NI 132 Timeliness of social care assessments (all adults)
- NI 135 Carers receiving needs assessment or review
- NI 151 Overall employment rate (working age)
- Percentage sickness absence

**Table 7: Exception Reporting**

Indicator at Risk	Cause	Planned Action	Outcome	Status
NI 15 Serious violent crime rate	<p>2008/09 has been a baseline setting year for NI 15. Nationally, Local Authorities have been experiencing problems with the way the data is collected. Changes to the coding of offences means that Grievous Bodily Harm with or without intent now makes up 70%-80% of the overall indicator score, which has resulted in an increase in our serious violent crime figures.</p> <p>As all offences have now been re-coded in the system we are unable to break this information down to be comparable to the way in which we previously collected the data to give us a truer picture of violent crime in Wigan.</p>	<p>The Building Stronger Communities Partnership is in discussions with Government Office North West to revise the target that has been set in light of this first baseline setting year. This data will be generated by the Home Office in the first instance and the partnership will establish a Violent Crime Steering Group to lead on preventative work in this area.</p>	<p>Refreshed target and robust data to properly analyse needs.</p>	<p><b>Red</b></p>
NI 45 Young offenders engagement in suitable Education, Employment or Training	<p>Proportionately fewer supervised juveniles are engaged in education, employment or training than average. Despite strong partnership commitment and adequate provision, difficulties centre upon sustaining the commitment of young people.</p> <p>Access to flexible further</p>	<p>Connexions provides a named Personal Adviser resource to support young people with education, training and employment and an action plan has been developed as part of the NEET (Not in education, training and employment) Strategy.</p>	<p>The introduction of a more holistic planning and review process will improve engagement. Progress has been made through joint strategic planning with Connexions, Learning and Skills Council and local education, training and employment providers, particularly in relation</p>	<p><b>Red</b></p>

Indicator at Risk	Cause	Planned Action	Outcome	Status
	<p>education provision remains a challenge. However, progress has been made through joint strategic planning with Connexions, Learning and Skills Council and local education, training and employment providers, particularly in relation to the 14-19 implementation plan and future commissioning arrangements.</p>	<p>Developments in relation to pre-entry level training include:</p> <ul style="list-style-type: none"> <li>• NEET hotspot funding and the Re-Engage initiative have been utilised to engage Youth Offending Team clients aged 16+, particularly in relation to pre-Entry to Employment provision.</li> <li>• close work with the Behaviour Support Team to reduce school exclusions through restorative justice approaches;</li> <li>• work with the Education Welfare Service and Pupil Referral Unit to complement part-time alternative education provision with other relevant learning opportunities;</li> <li>• strong links with Hindley Youth Offenders Institute and Lancaster Farms.</li> </ul>	<p>to the 14-19 implementation plan and future commissioning arrangements, to help ensure that targets are met in future.</p>	
<p>NI 53i % of infants being breastfed at 6-8 weeks (breastfeeding prevalence)</p>	<p>Quarter 3 figures for 6-8 week Breastfeeding rate are extremely disappointing and fall far short of the target. A request has been made to the Strategic Health Authority to revise the target from 30% to 25% to make this a more realistic goal, albeit still ambitious in view of the present situation.</p>	<p>Robust measures are in place now to improve the Breastfeeding rates within Ashton, Leigh and Wigan. These include:</p> <ul style="list-style-type: none"> <li>▪ The commissioning of a Breastfeeding Service to provide an enhanced service in addition to that already provided by Health Visitors</li> </ul>	<p>Increase in the number of infants being breastfed.</p>	<p><b>Red</b></p>

Indicator at Risk	Cause	Planned Action	Outcome	Status
		<p>and Midwives. This Service will provide intensive Breastfeeding Support on the Maternity Unit and once the mother returns home for as long as that mother needs the support. To provide Antenatal Breastfeeding Information to all antenatal mothers and a 24 hour Breastfeeding Telephone Helpline. The service will also support all the existing Breastfeeding Support Groups that currently run across the borough and set up any new ones with the aim of having a Breastfeeding Support Group in every Children's Centre. The commissioning process is underway at present, a provider should be appointed by the end of March 09 but a recognition that due to recruitment and training requirements that the service will not be up and running at full capacity until probably Sep 09.</p> <ul style="list-style-type: none"> <li>▪ Continuing to strive towards Baby Friendly Accreditation for the Ashton, Leigh and Wigan Community Health Care, Wroughton, Wigan</li> </ul>		

Indicator at Risk	Cause	Planned Action	Outcome	Status
		<p>and Leigh Foundation Trust and Wigan Children Centres. Stage 1 of the accreditation is due to be assessed by Baby Friendly and full accreditation scheduled to be achieved Feb 2012.</p> <ul style="list-style-type: none"> <li>▪ Ashton, Leigh and Wigan PCT have commissioned Environmental Services to undertake a Healthy Business Award which has a Breastfeeding Component as part of it. This award is to encourage businesses across Ashton, Leigh and Wigan to adopt and advertise a Breastfeeding friendly policy for both its customers and staff.</li> </ul>		
<p>NI 56i % of children in Year 6 with height/weight recorded who are obese</p>	<p>Wigan's target for obesity at year 6 is challenging – current performance, though below target, is better than benchmark averages. One concern is that we are awaiting information from the Primary Care Trust on proposed further investment. Without this investment we will not meet targets, as the numbers requiring treatment are increasing.</p>	<p>Reducing childhood obesity has been specified as a priority, with evidence-based targeted intervention being driven by the partnership Obesity Strategy. Work is broadly-based, covering prevention, treatment, environmental factors and physical activity.</p>	<p>All 4 areas of intervention (prevention, treatment, environmental factors and physical activity) are of good quality, with the treatment service being cited as good practice by the Department of Health. This should ensure that targets are met.</p>	<p><b>Red</b></p>

Indicator at Risk	Cause	Planned Action	Outcome	Status
<p>NI 62 Stability of placements of looked after children: number of moves</p>	<p>The number of Children in Care who have had 3 or more placement moves during the year, whilst showing an overall improvement (above the national average), is projected to fall short of the year end target.</p> <p>This has been attributed in part to the significant rise in the numbers of Children in Care this year, putting increased pressure upon the availability of tailored placement provision. This is particularly important when a child first becomes looked after, when placements are most likely to disrupt.</p>	<p>Action to improve this indicator will incorporate a re-focusing upon effective care planning arrangements, early identification of placements that are likely to disrupt and sound management of resources.</p> <p>Work is also underway to address the rise in Children in Care numbers and the availability of local placements (in collaboration with AGMA).</p>	<p>Effective care planning arrangements and an adequate supply of tailored placement provision, ensure that all Children in Care (particularly those who are newly looked after) are within a placement that meets their identified needs and plan for permanence.</p> <p>It is anticipated that performance will fall short of our year end target during 08/09, but should meet, or exceed 07/08 levels.</p>	<p><b>Amber</b></p>
<p>NI 63 Stability of placements of looked after children: length of placement</p>	<p>The number of Children in Care who have been looked after for 2.5 years and in the same placement for 2 years has dropped during the year, below target. This has been attributed in part to the significant rise in the numbers of Children in Care this year, putting increased pressure upon the availability of tailored placement provision.</p>	<p>Whilst we are still out-performing the England average, action to readdress the drop in performance is necessary to ensure our year end target is met. Interventions will include a focus upon the cohort of children included within this indicator, ensuring that their care planning arrangements are effective and that any placements that are likely to disrupt are identified early. Work is also underway to address the rise in Children in Care numbers and the</p>	<p>Care planning arrangements ensure that all Children in Care are within a placement that meets their identified needs and plan for permanence.</p> <p>It is expected that we will not meet our LAA target for 2008/09. However, close monitoring and focused work upon the cohort should enable the 2009/10 target to be achieved.</p>	<p><b>Red</b></p>

Indicator at Risk	Cause	Planned Action	Outcome	Status
		availability of local placements (in collaboration with AGMA).		
NI 75 Achievement of 5 or more A*-C at GCSE or equivalent, including English and Maths	Although short of the 2009 target for Wigan, performance is improving, and is close to statistical neighbour averages. Wigan's performance on average points, Level 1 and Level 2 attainment is above average. Difficulties in recruiting Heads of Department in Maths and English in secondary schools, and in recruiting learning consultants for the Local Authority, are a major barrier.	Improvement work is focussed on GCSE English and Mathematics, and on the development of vocational curriculum, particularly specialised diplomas.	The improvement programmes in place should bring this indicator in line with Wigan's performance in the other Key Stage 4 indicators, which would ensure achievement close to target	<b>Red</b>
NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2	Although slightly short of the 2009 target for Wigan, performance is improving, and is well ahead of statistical neighbour averages	A range of intervention/support activities through national strategies and the Wigan Children and Young People's Plan/Local Area Agreement.	There is a strong possibility that targets will be met in 2009 and subsequently.	<b>Amber</b>
NI 99 Children in Care reaching level 4 in English at Key Stage 2	Although slightly short of the 2009 target for Wigan, performance is improving, and is ahead of statistical neighbour averages. Cohorts of children in care are small, and there are frequent changes, which can mean that the original target has been set based on the abilities of a quite different group of children.	Multi-agency action addresses school attendance, behaviour and academic progress. Robust data management systems, including the use of Fischer Family Trust enable CYPS to have a detailed understanding of current performance and potential, along with the intelligence to target resources to support young people achieve their potential. A high	Subject to the caveats about small, changing cohorts, we are confident that the action being taken will result in targets being met.	<b>Red</b>

Indicator at Risk	Cause	Planned Action	Outcome	Status
		<p>percentage of Children in Care have a Personal Education Plan (PEP) and those that do not are newly looked after. PEPs are reviewed twice per academic year in Y3-6 linked to Key Stage 2 assessment.</p>		
<p>NI 101 Looked After Children achieving 5 A*-C GCSEs or equivalent at Key Stage 4 with English and Maths</p>	<p>Although an improvement, this performance is disappointing. One reason is that many of the qualifications in Section 96 (equivalencies) cannot yet be counted for returns on children in care – in contrast to the DCSF school performance tables.</p> <p>Cohorts of children in care are small, and there are frequent changes, which can mean that the original target has been set based on the abilities of a quite different group of children.</p>	<p>The more flexible Key Stage 4 curriculum, with specialised diplomas, vocational qualifications, etc, is giving increasing opportunities for children in care to achieve. Multi-agency action addresses school attendance, behaviour and academic progress. Robust data management systems, including the use of Fischer Family Trust enable CYPS to have a detailed understanding of current performance and potential, along with the intelligence to target resources to support young people achieve their potential. A high percentage of Children in Care have a Personal Education Plan (PEP) and those that do not are newly looked after. PEPs are reviewed twice per academic year in Y10-11 linked to Key Stage 4 assessment.</p>	<p>Attainment is above average for 5+A*-G, 1+A*-G and the number taking examinations, but the percentage of children in care attaining 5+A*-C is well below the national average. It is the intention, over time, to capitalise on the good engagement of this age group, and on the increasing flexibility of the Key Stage 4 curriculum, to deliver on the 5+A*-C targets</p>	<p><b>Red</b></p>

Indicator at Risk	Cause	Planned Action	Outcome	Status
<p>NI 102i Achievement gap between pupils eligible for Free School Meals and their peers (Key Stage 2)</p>	<p>The targets set for narrowing attainment gaps are extremely challenging, to focus energy on the largest group of children and young people who particularly need our support. Good progress has been made towards the Key Stage 2 target. Although slightly short of the 2009 target for Wigan, performance is improving, from 28% in 2004, and is well ahead of statistical neighbour averages.</p>	<p>A comprehensive programme “Narrowing the Gap” has been put in place, to deliver Local Area Agreement, Children and Young People’s Plan and National Strategies outcomes.</p>	<p>There is a strongly improving trend, and we are confident that the Key Stage 2 gap will narrow much more quickly in Wigan than in other comparable Local Authorities.</p>	<p><b>Red</b></p>
<p>NI 102ii Achievement gap between pupils eligible for Free School Meals and their peers (Key Stage 4)</p>	<p>The targets set for narrowing attainment gaps are extremely challenging, to focus energy on the largest group of children and young people who particularly need our support. Good progress was being made for several years in this indicator to 2007, and the sudden widening of the gap in 2008 was surprising and unusual.</p>	<p>Research is in progress to identify reasons for the unexpected widening of the KS4 gap in 2008. To date, unfortunately, it has not been possible to identify an obvious cause (underperformance in particular schools, changes in examinations, etc). Attention is being focussed on English and Mathematics performance at GCSE.</p> <p>Increased support (resources and intervention) is now available to schools serving hard pressed communities via Greater Manchester Challenge.</p> <p>A comprehensive programme “Narrowing the Gap” has been</p>	<p>Developments in the Key Stage 4 curriculum are likely to improve engagement of young people from the more disadvantaged homes, and therefore their attainment. However, meeting targets will depend on our identifying reasons behind the recent widening of the gap, and addressing these.</p>	<p><b>Red</b></p>

Indicator at Risk	Cause	Planned Action	Outcome	Status
		<p>put in place, to deliver Local Area Agreement, Children and Young People's Plan and National Strategies outcomes.</p>		
<p>NI 117 16 to 18 year olds who are not in education, employment or training (NEET)</p>	<p>Prior to November 08 the numbers Not in EET has remained consistently lower than the previous year's figures. This has been due to a combination of the September Guarantee and improved tracking of clients. However, during Nov and Dec 08 we did not see the decrease in the NEET as expected. This has been due to a couple of factors: The economic climate has seen a slowdown in the numbers jobs, especially seasonal vacancies. An example of this was that the Job Centre do not put on their usual Christmas recruitment fair due to lack of opportunities. There has been a reduction in the numbers of vacancies placed with Connexions. Between April and September we had seen a 12% increase in opportunities against last year but by the end of the 3rd quarter we had lost this increase. Number of 18-24 JSA claimants in Wigan had increased by 55% between Nov 07- Nov 08 and we have seen a 26% decrease in 16-18 year olds</p>	<p>To tackle this we have worked with the LSC and local learning providers to increase provision available and to access the ESF money by the end January 09. We have arranged a clearing house system to identify client's needs and to purchase appropriate provision. We will have interviewed approx 200 clients by the end of this week with suitable provision found for approx 75%. We will also have another 50 due to start E2E provision by the end of the week.</p>	<p>The quarter 3 performance for Oct/Nov/Dec was 9.96% against a quarter target of 9%. Performance in January showed a significant improvement as a result of the European Social Fund provision coming on line. However, this was too late to impact sufficiently on the LAA target for Nov/Dec/Jan with performance at 8.49% against a target of 7.8%. Improved performance has continued and will be reported at end of quarter 4.</p>	<p><b>Amber</b></p>

Indicator at Risk	Cause	Planned Action	Outcome	Status
	<p>in jobs/employed training. European Social Fund funding, which came into the authority before March, had not been utilised.</p>			
<p>NI 123 Stopping smoking</p>	<p>This indicator is reported a quarter in arrears and the data included in this report therefore relates to Quarter 2. This figure does not reflect the number of smokers who quit in the New Year, which we expect will bring us on target.</p>	<p>Continue with the smoking cessation programme in Wigan.</p>	<p>Target achieved.</p>	<p><b>Amber</b></p>
<p>NI 132 Timeliness of social care assessment (all adults)</p>	<p>Performance has dropped from 78% last quarter to 65% in quarter 3. Our locally set target for this indicator is for 78% of assessments to be completed within 28 days of contact. The reason for our relatively poor performance, which has suffered a downturn over the past year, is that a historical backlog of assessments in the Occupational Therapy service had been generated. This backlog had accrued due to extremely high demand for assessments and difficulties experienced recruiting additional staff to meet demand. For OT assessment and provision we are averaging around 3,000 cases per year.</p>	<p>Concerted effort has taken place over the past few months in order to remedy this situation by recruiting additional staff and putting in place other initiatives; for example:</p> <ul style="list-style-type: none"> <li>• Two new Disability Officers (DO) have been recruited to help reduce waiting lists;</li> <li>• Senior Disability Officers (SDO) have received further training so they can assess for some major adaptations which will reduce the need for people to be put on the occupational therapy waiting list;</li> <li>• Occupational Therapists (OT) now do joint visits with the Senior Disability Officer/Disability Officer to</li> </ul>	<p>Unfortunately, it will take a long time before these improvements show in our performance figures as the historical backlog still needs to be recorded. If the backlog effect is negated, our performance now would be a lot closer to an acceptable level of performance.</p> <p>Longer term we also want to ensure our future performance in this area not only continues to improve, but is in line with the wider Transforming Social Care agenda and the move towards outcome based assessments. We will therefore be subjecting this area of performance to a radical review via a 'Performance Clinic' approach</p>	<p><b>Red</b></p>

Indicator at Risk	Cause	Planned Action	Outcome	Status
		<p>streamline the assessment process so that someone can be assessed more quickly for major equipment/adaptations without the need for them to be put onto an OT waiting list after the SDO/DO has assessed for the smaller items;</p> <ul style="list-style-type: none"> <li>• The further training of SDOs and joint visits with OTs ensure that people are assessed for the right equipment at the beginning of the process instead of having to go back onto the waiting list for larger items;</li> <li>• Within Mental Health, the restructure of teams/workers and caseload allocations should improve waiting times by reducing waiting lists;</li> <li>• Referral and allocation processes are also being streamlined within mental health to ensure cases are allocated to the correct discipline according to need.</li> </ul>	<p>involving relevant officers and Performance colleagues from the Business Transformation Team. We are also exploring the greater use of self assessments where relevant and appropriate, which will include reviewing the process of how we monitor and record performance for this area</p>	
<p>NI 151 Overall employment rate (working-age)</p>	<p>Last year we saw the employment rate increase and the quarter 3 figure for this indicator is within the 5% tolerance range of the target.</p>	<p>NI 153 is an LAA target and has Performance Reward Grant attached to it, therefore it is our main priority. Projects to improve the overall employment</p>	<p>This figure is expected to decrease next quarter given the increases in Job Seekers Allowance claimants experienced after March 2008.</p>	<p><b>Amber</b></p>

Indicator at Risk	Cause	Planned Action	Outcome	Status
	<p>However, it has been flagged as 'amber', as we expect a decrease next quarter due to the current economic climate.</p>	<p>rate include:</p> <ul style="list-style-type: none"> <li>• Community Mental Health Project</li> <li>• Drug and alcohol support</li> <li>• Skill Shops</li> <li>• Employer Engagement and Job Brokerage</li> <li>• An integrated Employment and Skills Service</li> <li>• A flexible fund that enables training to be procured that directly links to real jobs.</li> <li>• A fund to deliver a flexible and coordinated response to major redundancy situations, including specific job related training.</li> </ul> <p>In addition, there will be a significant amount of activity directed towards business start up support, which will be delivered across the Borough and will directly support NI 171 (business start up rate). We will be commissioning activity to create and support 400 new businesses over the next 2 years.</p>	<p>Reductions in the rate are expected once the impact of the economic slowdown is factored in.</p>	

Indicator at Risk	Cause	Planned Action	Outcome	Status
% sickness absence	We have seen a slight improvement in the overall sickness absence rate compared with quarter 2, but we are still consistently off target.	Currently undertaking Sickness Absence Management (SAM) review. The main aim of this project is to reduce sickness absence across the authority, as the project covers all departments of Wigan Council. It covers the policy framework for sickness absence and our approaches in implementing the framework. It will look at the effectiveness and potential impact of these on our sickness absence management approach; for example flexible working. Public/private sector framework comparators have been identified for good practice. Analysis of statistics has identified "hot spot" absence areas for targeted work within the organisation. Recommendations are due by the end of the financial year.	Overall reduction in sickness.	<b>Red</b>

## Appendix A: Breakdown of the National Indicator Set, Local Area Agreement and Corporate Plan Indicators

### Performance against our targets

	On track and/or delivered
	Off target, but an improvement plan is in place
	Off target, with no improvement planned, or an improvement plan is in place, but the target is unlikely to be achieved
	Data not available

### Direction of Change / Trend

↓	Performance is improving where 'smaller is better'
↑	Performance is improving where 'bigger is better'
↑	Performance is declining where 'smaller is better'
↓	Performance is declining where 'bigger is better'
➡	Performance is the same as previous years

Indicator	Indicators that Matter	LAA	CP	Latest Actual	Quarter 1		Quarter 2		Quarter 3		Quarter 4		3-Year Trend	Bench Mark Average
					Actual	Target	Actual	Target	Actual	Target	Actual	Target		
<b>Stronger and Safer Communities</b>														
NI001 % of people who believe people from different backgrounds get on	✓	✓	✓	69	Place Survey						70.27			77
NI002 % of people who feel that they belong to their neighbourhood			✓	NEW	Place Survey									
NI003 Civic participation in the local area			✓		Place Survey									
NI004 % of people who feel they can influence decisions in their locality	✓	✓	✓	28	Place Survey						29			33
NI005 Overall/general satisfaction with local area			✓	66	Place Survey									71
NI006 Participation in regular volunteering			✓	NEW	Place Survey									
NI007 Environment for a thriving third sector	✓	✓	✓	NEW										
NI008 Adult participation in sport			✓	21									➡	21
NI009 Use of public libraries				NEW			39	Baseline						49
NI010 Visits to museums or galleries				NEW			42	Baseline						53
NI011 Engagement in the arts				NEW			32	Baseline						45
NI013 Migrants English language skills and knowledge			✓	NEW										
NI014 Avoidable contact: the % of customer contact that is of low/no value			✓	NEW										
NI015 Serious violent crime rate	✓	✓		NEW			0.24	0.17	0.37	0.27		0.34	-	

Indicator	Indicators that Matter	LAA	CP	Latest Actual	Quarter 1		Quarter 2		Quarter 3		Quarter 4		3-Year Trend	Bench Mark Average
					Actual	Target	Actual	Target	Actual	Target	Actual	Target		
NI016 Serious acquisitive crime rate				5893			2,493	2,592	3,700	4,074			✓	
NI017 Perceptions of anti-social behaviour			✓	17.7 proxy	Place Survey									
NI018 Adult re-offending rates for those under probation supervision				NEW										
NI019 Rate of proven re-offending by young offenders	✓			149.08									✗	119.89
NI020 Assault with injury crime rate				NEW					1,544	-		Baseline	-	
NI021 Dealing with local concerns about ASB and crime	✓	✓	✓	NEW	Place Survey									
NI022 Perceptions of parents taking responsibility for their children				NEW	Place Survey									
NI023 Perceptions - people in the area treat one another with respect/dignity			✓	NEW	Place Survey									
NI024 Satisfaction with the way the police & local council deal with ASB			✓	NEW										
NI027 Understanding of local concerns about ASB & crime by the council/police			✓	NEW	Place Survey									
NI028 Serious knife crime rate				0.32										
NI029 Gun crime rate				0.24										
NI030 Re-offending rate of prolific and priority offenders	✓	✓	✓	NEW										
NI032 Repeat incidents of domestic violence	✓	✓		23.23					20	23.23			✓	
NI033i Arson incidents (primary fires)	✓	✓ (local)		14.9	2.98		3.63		9.89	11.6		15	✓	
NI033ii Arson incidents (secondary fires)	✓	✓ (local)		52.6	14.62		10.76		37.2	46.1		60.36	✓	
NI034 Domestic violence - murder	✓			0.003	0	0	0	0	0	0		0	→	
NI035 Building resilience to violent extremism				NEW										
NI036 Protection against terrorist attack				NEW	Place Survey									
NI037 Awareness of civil protection arrangements in the local area				NEW	Place Survey									
NI038 Drug related class A offending rate				NEW										
NI039 Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	✓	✓	✓	2030								2,495	✗	1384
NI040 Number of drug users recorded as being in effective treatment	✓			1106 proxy								1161 proxy		
NI041 Perceptions of drunk or rowdy behaviour as a problem			✓	23.2 proxy	Place Survey									
NI042 Perceptions of drug use or drug			✓	20.9	Place Survey									

Indicator	Indicators that Matter	LAA	CP	Latest Actual	Quarter 1		Quarter 2		Quarter 3		Quarter 4		3-Year Trend	Bench Mark Average
					Actual	Target	Actual	Target	Actual	Target	Actual	Target		
dealing as a problem				proxy										
NI043 YP within the YJS convicted in court who are sentenced to custody				6.2	7.5		6.8		Time lag in data				✘	6.2
NI044 Ethnic composition of offenders on Youth Justice System disposals				-1.25										1.29
NI045 Young offenders engagement in suitable EET.	✓			64.4	60.3		52.3		Time lag in data				✘	71.7
NI046 Young offenders access to suitable accommodation				91.9	94		93		Time lag in data				➡	95.2
NI047 People killed or seriously injured in road traffic accidents				6.49										5.14
NI048 Children killed or seriously injured in road traffic accidents				14.8									✓	7.03
NI049i Number of primary fires per 100,000 population	✓	✓ (local)		350	68.2				181		260		✓	
NI049ii Number of primary fire fatalities per 100,000 population	✓	✓ (local)		2.59	0		0		0.98		2			
NI049iii Number of primary fire non-fatal casualties per 100,000 population	✓	✓ (local)		19.49	1.6		3.27		8.8		16.24		✓	
<b>Children and Young People</b>														
NI050 Emotional health of children				NEW							67.0	Baseline		63.3
NI051 Effectiveness of child and adolescent mental health - CAMHS				15								16	➡	14
NI052i Take up of school lunches (primary)				NEW	35.14	40	31.82	40	37.41	40		40	-	
NI052ii Take up of school lunches (secondary)				NEW	40.25	45	40.37	45	44.3	45		45	-	
NI053i % of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	✓			29.7% (proxy)	18	30	15	30	13.5	30		30	-	
NI053ii % of infants for whom breastfeeding status is recorded	✓			NEW	91	87	90	88				85	-	
NI055i % of children in Reception with height/weight recorded who are obese	✓			10.3							9.9	10.3	-	9.9
NI055ii % of children in Reception with height and weight recorded	✓			93							-	86	-	
NI056i % of children in Year 6 with height/weight recorded who are obese	✓	✓	✓	16.9							18.02	16.9	-	18.9
NI056ii % of children in Year 6 with height and weight recorded	✓	✓	✓	77.1							-	85	-	
NI057 CYP's participation in high quality PE and sport	✓			NEW							-	25	-	



Indicator	Indicators that Matter	LAA	CP	Latest Actual	Quarter 1		Quarter 2		Quarter 3		Quarter 4		3-Year Trend	Bench Mark Average
					Actual	Target	Actual	Target	Actual	Target	Actual	Target		
NI077 No. of schools - under 50% of pupils achieve L5 in KS3 English & Maths				3										3
NI078 No. of schools - under 30% of achieve 5 A*-C GCSE (English & Maths)				3										4
NI079 Achievement of a Level 2 qualification by the age of 19	✓			69								71	↕	70
NI080 Achievement of a Level 3 qualification by the age of 19	✓			40								42	↕	45
NI081 Inequality gap in the achievement of a Level 3 qualification by 19 yrs				28.8										25.1
NI082 Inequality gap in the achievement of a Level 2 qualification by 19 yrs				44.0										
NI083 Achievement at level 5 or above in Science at Key Stage 3	✓	✓		72.12								79		71.6
NI084 Achievement of 2 or more A*-C grades in Science GCSEs or equivalent				44.7										45.3
NI085i Post-16 participation in physical sciences (A Level Physics)				NEW										
NI085ii Post-16 participation in physical sciences (A Level Chemistry)				NEW										
NI085iii Post-16 participation in physical sciences (A Level Maths)				NEW										
NI086 Secondary schools judged as having good/outstanding behaviour														
NI087 Secondary school persistent absence rate	✓	✓		6.8							5.6	5.8 (09/10)	↕	6.6
NI088 Percentage of schools providing access to extended services				NEW				65				87 Sept-09		
NI089a Reduce number of schools requiring special measures				NEW										
NI089b Improve time taken for schools to come out of special measures				NEW										
NI090 Take up of 14-19 learning diplomas				NEW										
NI091 Participation of 17 year-olds in education or training				75.8										76.7
NI092 Narrowing the gap - lowest achieving 20% the Early Yrs Foundation Stage Profile vs the rest	✓	✓		34.5							31.6	29.3	↕	34.8
NI093 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	✓	✓		85.6								90		83.8

Indicator	Indicators that Matter	LAA	CP	Latest Actual	Quarter 1		Quarter 2		Quarter 3		Quarter 4		3-Year Trend	Bench Mark Average
					Actual	Target	Actual	Target	Actual	Target	Actual	Target		
NI094 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	✓	✓		78.8							81		76.3	
NI095 Progression by 2 levels in English between Key Stage 2 and Key Stage 3	✓	✓		24							38		27	
NI096 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3	✓	✓		52.9							68		58.1	
NI097 Progression by 2 levels in English between Key Stage 3 and Key Stage 4	✓	✓		51.7							69		55.7	
NI098 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4	✓	✓		27.1							32		28.9	
NI099 Children in care reaching level 4 in English at Key Stage 2	✓	✓		43						47.1	55	✓	46.2	
NI100 Looked after children reaching level 4 in mathematics at Key Stage 2	✓	✓		48						58.8	50	✓	44.1	
NI101 LAC achieving 5 A*-C GCSEs or equiv. at KS 4 with English and Maths	✓	✓	✓	0						5.6	24	✓		
NI102i Achievement gap between pupils eligible for FSM and their peers (KS2)	✓	✓	✓	22.0						20.3	18	✓	24.3	
NI102ii Achievement gap between pupils eligible for FSM and their peers (KS4)	✓	✓	✓	26.1						32.6	24	✗	27.1	
NI103a SEN - statements issued within 26 weeks excluding exceptions				NEW										
NI103b SEN - statements issued within 26 weeks				NEW										
NI104 The SEN/non-SEN gap - achieving Key Stage 2 English and Maths threshold				54									51	
NI105 The SEN/non-SEN gap - achieving 5 A*-C GCSE inc. English and Maths				44.5									43.7	
NI106 YP from low income backgrounds progressing to higher education			✓	20.6									20.3	
NI107 Key Stage 2 attainment for Black and minority ethnic groups			✓	72									70.1	
NI108 Key Stage 4 attainment for Black and minority ethnic groups			✓	44.5									45.0	
NI109 Delivery of Sure Start Children's Centres														
NI199 Children and young people's satisfaction with parks and play areas				NEW							38.9	Baseline	44.7	

Indicator	Indicators that Matter	LAA	CP	Latest Actual	Quarter 1		Quarter 2		Quarter 3		Quarter 4		3-Year Trend	Bench Mark Average	
					Actual	Target	Actual	Target	Actual	Target	Actual	Target			
NI110 Young people's participation in positive activities	✓	✓	✓	NEW							64.8	Baseline		69.5	
NI111 First time entrants to the Youth Justice System aged 10 - 17	✓	✓	✓	-12.9	114		241			Time lag in data				% change Wigan: +5.2 England: -22	
NI112 Under 18 conception rate	✓	✓	✓	-1.21								-26		-12.7	
NI113i % of population aged 15-24 accepting a test/screen for chlamydia				NEW								17			
NI113ii Prevalence of Chlamydia in under 25 year olds				NEW								-			
NI114 Rate of permanent exclusions from school				0.04							0.01	0.01		0.11	
NI115 Substance misuse by young people				NEW							15.6	Baseline		10.9	
NI116 Proportion of children in poverty				NEW											
NI117 16 to 18 year olds who are not in EET	✓	✓	✓	8.16	9.99	9	10.1	11.5	9.96	9		7.8		7.05	
NI118 Take up of formal childcare by low-income working families				NEW											
<b>Adult Health and Wellbeing</b>															
NI119 Self-reported measure of people's overall health and wellbeing				NEW	Place Survey										
NI120 All-age all cause mortality rate a) Male	✓	✓	✓	849.54								749.0			
NI120 All-age all cause mortality rate b) Female	✓	✓	✓	613.42								557.0			
NI121 Mortality rate from all circulatory diseases at ages under 75	✓	✓ (local)		111.7								97.17			
NI122 Mortality from all cancers at ages under 75	✓	✓ (local)		126.25								117.4			
NI123 Stopping smoking	✓	✓	✓	1032.1 (proxy)	241	279	443	557		Time lag in data		1,189	-	785.3	
NI124 People with a long-term condition supported to be independent & in control	✓	✓	✓	78.9										74.4	
NI125 Independence for older people via rehabilitation/intermediate care	✓			NEW											
NI126 Early access for women to maternity services				NEW	85.76	80	64.55	80	97.6	80		80	-		
NI127 Self reported experience of social care users	✓	✓	✓	NEW											
NI129 Access to appropriate care enabling people to die at home				18.8										19.1	

Indicator	Indicators that Matter	LAA	CP	Latest Actual	Quarter 1		Quarter 2		Quarter 3		Quarter 4		3-Year Trend	Bench Mark Average
					Actual	Target	Actual	Target	Actual	Target	Actual	Target		
NI130 Social Care clients receiving Self Directed Support	✓	✓	✓	156.8	228.9	184	297.4	184	341	184		184	✓	179.0
NI131 Delayed transfers of care	✓			28.6	24.6				17.1				✓	13.3
NI132 Timeliness of social care assessment (all adults)	✓			74.9	74	78	77	78	65	78		78	✗	79.5
NI133 Timeliness of social care packages following assessment	✓			88.5								84	✗	91.0
NI134 The number of emergency bed days per head of weighted population				0.52										0.44
NI135 Carers receiving needs assessment or review.	✓	✓ (local)	✓	17.7	14	19.4	15.8	19.4	19.3	19.4		19.4	✓	21.3
NI136 People supported to live independently through social services	✓		✓	2356										3233
NI137 Healthy life expectancy at age 65				NEW										
NI138 Satisfaction of people over 65 with both home and neighbourhood	✓	✓	✓	66	Place Survey									71
NI139 > 65s receive support to exercise choice & control to live independently				NEW	Place Survey									
NI140 Fair treatment by local services				NEW	Place Survey									
NI141 Percentage of vulnerable people achieving independent living	✓	✓ (local)		79.4	84.6	87.2	84.6	87.2	Time lag in data	87.2		87.2	➡	70.3
NI142 No of vulnerable people who are supported to maintain independent living			✓	98.2	98.5	98.7	98.3	98.7	Time lag in data	98.7		98.7	➡	98.2
NI143 Offenders under probation supervision living in settled accomm.				76								70		77
NI144 Offenders under probation supervision in employment.				36								40	➡	36
NI145 Adults with learning disabilities in settled accommodation				NEW										
NI146 Adults with learning disabilities in employment				NEW										
NI147 Care leavers in suitable accommodation				84.8								100	✗	88.4
NI148 Care leavers in education, employment or training				69.7								75	✗	64.9
NI149 Adults in contact with secondary mental health services in settled accom.				NEW										
NI150 Adults receiving secondary mental health services in employment				NEW										

**Local Economy**





Indicator	Indicators that Matter	LAA	CP	Latest Actual	Quarter 1		Quarter 2		Quarter 3		Quarter 4		3-Year Trend	Bench Mark Average
					Actual	Target	Actual	Target	Actual	Target	Actual	Target		
NI190 Meeting standards for the control system for animal health				NEW									-	
NI191 Residual household waste per household	✓	✓	✓	922.5								887	↓	762.6
NI192 Percentage of household waste sent for reuse, recycling and composting	✓		✓	21.9									↓	28.0
NI193 Percentage of municipal waste land filled	✓		✓	63.5									-	60.0
NI194 Emissions				NEW									-	
NI195a Improved street and environmental cleanliness (litter)	✓	✓	✓	20.5								31	↓	16.17
NI195a Improved street and environmental cleanliness (detritus)	✓	✓	✓	13.0								32	↓	6.86
NI195a Improved street and environmental cleanliness (graffiti)	✓	✓	✓	5.0								8	→	1.22
NI195a Improved street and environmental cleanliness (fly posting)	✓	✓	✓	-								3	-	2.3
NI196 Improved street and environmental cleanliness - fly tipping				2.0									-	
NI197 Improved local biodiversity - % local sites conservation management				NEW									-	
NI198 Overall proportion of children travelling to school by car	✓	✓ (local)		NEW									-	
<b>Additional Local LAA Indicators</b>														
% take up by PVI of allocated safeguarding training courses		✓ (local)		NEW	71.2	65	64.3	65	65.7	65		65		
% of vulnerable adults and/or appropriate representatives invited to attend safeguarding initial case confer.		✓ (local)		NEW	71.4	66	85.7	66	Time lag in data	66		66		
Visitor Spend (£m's)		✓ (local)		290.56								-		
Aggregation of libraries, heritage and arts		✓ (local)		-								4305.7		
Visits to parks and open spaces		✓ (local)		-								77%		
Visits to sports and leisure centres		✓ (local)		-								6009.6		
Access to positive activities for young people with LDD		✓ (local)		1.3%								2.5%		
<b>Additional Corporate Plan Indicators</b>														
Racial incidents per 100,000 population			✓	52.05										
Equality Standard for local government			✓	2					3	3				

Indicator	Indicators that Matter	LAA	CP	Latest Actual	Quarter 1		Quarter 2		Quarter 3		Quarter 4		3-Year Trend	Bench Mark Average
					Actual	Target	Actual	Target	Actual	Target	Actual	Target		
% Equality scheme actions completed			✓						74.3	74.3		90		
% sickness absence	✓		✓	5.65	-	4.2	5.15	4.2	5.27	4.2		4.2	↘	
% Top 5% earners who are women			✓	46.59	-	50	47.58	50	47.16	50		50	↘	
% Top 5% earners who have a disability			✓	1.73	-	1.70	1.78	1.70	2.91	1.70		1.70	↘	
% Top 5% earners who are from an ethnic minority background			✓	3.64	-	4.50	2.96	4.50	4.49	4.50		4.50	↘	
% employees who have a disability			✓	1.67	-	3	1.6	3	2.23	3		3	↘	
% employees from ethnic minorities			✓	1.21	-	1.24	1.33	1.24	1.49	1.24		1.24	↘	
No. of Ombudsman findings of maladministration	✓		✓	0	0	0	0	0	0	0		0	→	
BV09 % of Council Tax Collected	✓			96.7					84.7			96.8		
BV10 % of Non-Domestic Rates Collected	✓			97.7					86.0			96.5		

## Appendix B - Progress against each of the 29 tasks in the Corporate Improvement Programme

**Responsible Officer:** Joyce Redfearn

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
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	★	Progress continues to be made on proposals to reshape Township Forums. Service departments progressing locality service delivery
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	★	Revised Management structures implemented though there is still some external restructure to be delivered in Q4





**Responsible Officer:** Joyce Redfearn

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
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	★	OBA workshops led to prioritisation of key delivery opportunities. To be reported in Q4 to LSP/LSMG. LAA reporting well established.
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	●	Strategy development progressing well. However improvement plan delayed. We have reprioritised to address this. Now expected in Q4.
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	★	AGMA Executive agreed enhanced capacity report on 19th December and steps are now in place to implement and drive the MAA forward. A statutory city region bid is also being considered.

**Responsible Officer:** Sue Johnson

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
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	★	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	●	Joint Strategic Needs Assessment produced and agreed. Outcomes Based Accountability Workshops have produced innovations which we are looking to implement. Developed set of commissioning standards and ready to bring forward gap analysis against standards, linked to CAA (UoR) KLOE, and commissioning framework. Training in commissioning being commissioned.
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	★	Council's communications strategy produced and in the process of being consulted on. Concentration on developing internal communications channels as a means of developing reputation through employees. Work on enhancing reputation is continuing, with an APSE category winner, 2 shortlisted services in LGC Awards and 4 entries for the MJ Awards. WiganLife brand agreed through LSP and implementation plan being rolled out. Brand to be applied to a number of key strategic initiatives.

**Responsible Officer:** David Smith

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
Deliver Leigh Sports Village	Complete public and commercial aspects of scheme; increased public participation in sport and education	Apr 08	Mar 11		The first game in the new stadium took place on 28th December 2008 following a ramp event for young players earlier in the month. Progress is being made on defects to the facilities, but many remain outstanding. Discussions are continuing over the future of the commercial sites. Outlook for sponsorship and promotion income is still difficult.
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		Audit Commission has confirmed a score of 4 for Use of Resources judgement. Joint work with PCT continues. Medium term financial plan under review following shortfalls in income associated with the credit crunch and property market.
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			Further work on pay modelling now in progress, including modelling of different pay structures. Member governance arrangements in place. Appeals under way
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		Complaints still lower than in the past. Further training on ethics and governance commissioned. Democratic Services Review concluded with staff transferred to Business Support Services.

**Responsible Officer:** David Smith

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
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	★	Following the launch conference in October, the Manchester Improvement Programme has been commissioned to work on two strands - social needs transport and customer contact and have commenced work locally. An initial meeting of the Member Commission on Improvement and Efficiency has also taken place.

**Responsible Officer:** Paul McKeivitt

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
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	●	This report was followed up with a Cabinet briefing in November. The report has been delayed until February 2009 whilst we have finalised business case and met with developers.

**Responsible Officer:** Nick Hudson

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
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 April 2009. Preferred bidder to be appointed May 2009. 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 submitted 30th November 2008. Chair of Governors Forum re transforming secondary education established and programme of meetings agreed. Newsletters established for parents and community.
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	★	During this last quarter further work has been undertaken to reflect the new guidance issued by the DCSF and the findings of the Audit Commission Report on the proposed changes to Children's Trust arrangements. These will be presented to the Partnership Meeting in February 2009.

**Responsible Officer:** Katherine Fairclough

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
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	★	Recruitment was not successful in Q3 so we are advertising externally during Q4 for 2 policy officer posts. Diversity Champions have made good progress and implemented new Terms of Reference and work programme. IDeA programme of development work on Cohesion to begin early January 2009.
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	●	Another challenging quarter. Some outstanding design and commercial issues which mean financial close likely during Q4 now. Cabinet delegated authority to close the deal in December 2008.

**Responsible Officer:** Steve Peddie

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
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	★	Completed. Style guide and implementation plan in place
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)	●	As previous. However, formal review necessary of whether sufficient resource priority is being given to this project as timings are slipping. Low level gateway review of project streams has been agreed.
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	★	Good progress is being made as group develops and takes on responsibilities. Joint priorities have been set based on mechanisms that have determined how major outcome change can be achieved but structures to enable joint commissioning are not well developed

**Responsible Officer:** Steve Peddie

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
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	★	Developing and moving into next phase through WISDOM system evolution
Publish an Organisational Development Strategy linking vision to competencies	Publication and communication strategy produced	Jul 08	Sept 08	★	OD Strategy published (been to BMG) and out for consultation: <a href="http://www.surveymonkey.com/s.aspx?sm=QeStlNK0jX7fDwUloDVZIQ_3d_3d">http://www.surveymonkey.com/s.aspx?sm=QeStlNK0jX7fDwUloDVZIQ_3d_3d</a>
Lead the strategic linking of ICT and asset management transformation strategies	Publication of linked strategies and behaviour changes	Apr 08	On going	●	Transformation of asset report has been to Cabinet Briefing. Awaiting OBC to go to SMT (Ian capper and Paul McKeivitt). ICT Strategy presentation has been to BMG

**Responsible Officer:** Martin Kimber

Task	Success Criteria	Start	End	Progress	Comments
<p>Deliver a second phase of Environment Review</p>	<p>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</p>	<p>Apr 08</p>	<p>Mar 09</p>	<p>●</p>	<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 a risk of delay. A regular series of meetings has now been scheduled and an appointment will be made at Director level to lead the project.</p> <p>(3) We have spoken to Deloittes and Price Cooper regarding the marketplace for LBS. We need to evaluate the impact of the national economic cycle on the timing of decisions. A report will be taken to SMT regarding this shortly.</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 unprogrammed activity and will require significant management intervention.</p>


**Responsible Officer:** Martin Kimber

Task	Success Criteria	Start	End	Progress	Comments
Deliver key Environmental Services priorities	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	Apr 08	Mar 09	●	(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 in 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. Have recently developed initiative to work with "amateur landlords" to improve supply.  (4) Option appraisal for waste disposal contract underway.  (5) Bulky goods collection pilot evaluated and report will be taken to Cabinet in March.

**Responsible Officer:** Bernard Walker

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
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	★	Extensive service user and staff engagement sessions on Personalisation took place during November and December. The sessions were facilitated externally by the Mobius consultancy and involved around 60 service users and 60 staff and the Senior Management Team of Adult Services. The sessions resulted in the completion of a shared vision for Personalisation, which will be incorporated into an overall strategy for implementing Social Care Transformation. The JSNA has been completed and developments across all four thematic partnerships are now being considered.
Promote engagement with 3rd Sector across the Borough	Increased range of 3rd sector organisations commissioned to provide services	Apr 08	Mar 11	●	The department has commenced the process of establishing Framework agreements which will be the new basis of commissioning services under Personalised Services, resulting in a move away from Block contracts. The Framework Agreement will give opportunities to third sector providers in addition to national providers. Work has been progressing with Shop4support which will give service users an opportunity to commission services directly with third sector and other providers.

**Responsible Officer:** Bernard Walker

<b>Task</b>	<b>Success Criteria</b>	<b>Start</b>	<b>End</b>	<b>Progress</b>	<b>Comments</b>
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 been formally appointed to the role of Executive Director of Health and Wellbeing and the structure below this encompassing Adult Services and Single Commissioning Agency has been finalised. Appointments to a four of Heads of Service posts in the structure have been completed. Senior Management within the PCT and Adult Services have commenced a series of joint workshops with the aim of Producing a Joint Outcomes Framework, which will aid commissioning / investment decisions in the context of the LAA/ LSP.