
REPORT FOR INFORMATION

REPORT TO: Audit Committee – 11th March 2010
SUBJECT: Comprehensive Area Assessment 2009
REPORT OF: Assistant Chief Executive (Performance)

PURPOSE OF REPORT

To provide the judgements and key messages arising from the Audit Commission's 2009 Comprehensive Area Assessment and Organisational Assessment and action plans that have been developed as a result.

RECOMMENDATION

It is recommended that Members consider and note the report.

FINANCIAL CONSEQUENCES FOR THE CAPITAL AND REVENUE BUDGETS

None identified.

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BACKGROUND DOCUMENTS

None.

WARDS AFFECTED

All.

IMPLICATIONS FOR KEY COUNCIL POLICIES

Anti-Poverty Employment	Equal Opportunities	Environment
None	None	None

1. INTRODUCTION

- 1.1 The Comprehensive Area Assessment (CAA) is the new framework of independent assessment of local public services in England, introduced from April 2009. There are two key elements of CAA – Area Assessment and Organisational Assessment.
- 1.2 The Area Assessment focuses on the prospects for better outcomes on local priorities and is an assessment of all public services. The process is a joint inspectorate assessment joining up the Audit Commission and other regulators to provide a view of the ‘place’. The Area Assessment is not scored but includes green flags to indicate areas of innovation or exceptional performance and red flags for areas of concern regarding achievement of future outcomes and performance. This new framework is based on the capacity to achieve and is forward looking, therefore, red flags are based upon concerns as to the capacity to achieve future outcomes.
- 1.3 The Organisational Assessment for councils comprises of an assessment of the council’s Use of Resources, across three themes – ‘Managing Finances’, ‘Governing the Business’ and ‘Managing Resources’ – and a joint inspectorates’ assessment of Managing Performance. The Organisational Assessment combines Use of Resources and Managing Performance into a combined assessment of organisational effectiveness, which is scored on a scale of 1 (lowest) to 4 (highest).
- 1.4 The various national inspectorates cross reference the evidence provided for the Area Assessment with that provided by the four organisations subject to an Organisational Assessment – the City Council, NHS Manchester, Greater Manchester Police and Greater Manchester Fire and Rescue Service. Some of the Key Lines of Enquiry (KLOE) for the Organisational Assessment ask about priorities, outcomes and prospects for improvement, which directly link to the Area Assessment.
- 1.5 The outcome of this year’s assessment process was published on the Audit Commission’s One Place website on 9th December 2009.

2. AREA ASSESSMENT

- 2.1 The Area Assessment is about prospects for local priorities and has, therefore, been reported against the spines of the Community Strategy. Manchester has been given a green flag for tackling gun crime and gang violence and a red flag for school attendance. The key issues identified by the Audit Commission both in terms of successful performance and as areas for future focus were already priorities for the Council and its partners and subject to improvement activity. The key messages from the Area Assessment are as follows.
- 2.2 The assessment of Sustainable Economic Growth describes Manchester as a thriving City and a crucial location for jobs and prosperity, where local partners are responding strongly to the recession. Manchester’s position in the city region pilot is highlighted along with praise for the Greater Manchester

Strategy. Needs in relation to public transport are referred to alongside recognition of the role that the Council has played in helping to secure a further £1.5bn to be invested in transport improvement across Greater Manchester. The challenges in ensuring that all Mancunians benefit from the prosperity of the City is highlighted. This reflects what is already known and being actioned through the work of Manchester Partnership in intensive support to reduce worklessness. The Council's 'Climate Change: call to Action ' is cited as an example of the activity within the City to address carbon dioxide emissions.

2.3 The assessment of Reaching Full Potential in Education, Skills and Employment highlights the importance that the Manchester Board has given to the issue of average resident's wages being too low and the improvement in school results. The improvements in school results are highlighted in the context of progression as there is disparity with the national average. Improvements in health are recognised also in a context of coming from a low base. The assessment highlights areas for future focus in the main all of which are existing areas for partnership activity: insufficient good quality schools; behaviour in secondary schools and levels of persistent absence. The improvement work underway to address the quality and availability of mental health services will be a focus of attention in next year's assessment in order to assess impact.

2.4 The assessment of Individual and Collective Self Esteem/Mutual Respect is positive. The council together with its partners is acknowledged as developing good community spirit among residents. More Manchester residents are happy with their lives than last year, and more people feel they can influence decisions in their local area than elsewhere in Greater Manchester. There is particular praise for the approach to older people and ageing.

2.5 The assessment of Neighbourhoods of Choice states that previously run down areas are being transformed citing the example of Beswick in East Manchester. There is recognition of the role of strong civic leadership in that success. Housing quality is identified as a focus for next year's assessment. The reduction in overall crime levels is noted but a rise in burglary and violent crime is highlighted. A fall in recycling rates and the actions are being taken with new waste and recycling facilities are noted.

2.6 **Red Flag – School Absence**

School absence is reported as a red flag due to the numbers of young people absent from secondary schools. There is an overall downward trend in persistent schools absence in Manchester but it remains a local priority and actions have been progressed to improve performance. Performance data from September 2009 does show a downward trend and work continues to accelerate a reduction in school absence.

2.7 Green Flag – Tackling Gun Crime and Gang Violence

The work undertaken by the Council, Greater Manchester Police and Trafford Council to tackle gun crime and gang violence has been awarded a green flag. The assessment states "During the last year Manchester has seen a reduction of more than 90% in gang-related firearms used and only one fatality. This is unprecedented in the recent history of gang culture". The multi-agency activities particularly the effective work with young people and successful engagement of the community are highlighted as exemplars of good practice and innovation.

2.8 The full Audit Commission report for the Area Assessment is appended as Appendix 1.

3. ORGANISATIONAL ASSESSMENT

3.1 Manchester City Council has been assessed as 'Performing Well', a score of level 3, overall for its Organisational Assessment. The score combines a score of level 3, 'Performing Well', for Managing Performance and a score of level 2, 'Performing Adequately', for Use of Resources.

3.2 The Use of Resources assessment has changed significantly under CAA. There are new areas of assessment, an overall 're-basing' upwards of minimum standards, a greater focus on achievement of outcomes and value for money, and an emphasis on partnership working. The consequence of the changes is that the 2009 Use of Resources assessment represents a 'harder test', as acknowledged in the Audit Commission's literature, and nationally scores have fallen.

3.3 The table below highlights scores for the individual Key Lines of Enquiry scores for Use of Resources 2009. To help the Council assess how difficult it might be to achieve its ambition, Grant Thornton have also provided an indication of whether they regard our current assessment of Level 2 as strong, medium or weak across each of the KLoE areas.

Key Lines of Enquiry	Current Score (Strong, Medium, Weak)
1.1 Financial Health	3
1.2 Costs and Performance	2 M
1.3 Financial Reporting	2 S
2.1 Commissioning and Procurement	2 M
2.2 Data Quality	2 W
2.3 Good Governance	2 S
2.4 Risk Management and Internal Control	2 M
3.1 Natural Resources	2 S
3.2 Asset Management	2 M
3.3 Workforce*	n/a

* The workforce KLOE was not assessed in 2009.

3.4 The Use of Resources assessment report highlights significant progress as follows:

- Development of strategic and financial planning
- Governance arrangements
- Commitment from senior management and Heads of Service to move to a culture of being a 'Value for Money (VFM) Council'
- Preparation of financial statements and a smoother accounts audit

3.5 The assessment report also sets out a number of key areas for development:

- Delivery of the Council's VFM strategy, demonstrating that it is having a positive Council-wide impact on the relative cost and performance of services.
- Demonstrating achievement of key actions and outcomes from the Council's improved business planning process.
- Maintaining momentum on development of governance arrangements, particularly improvement in risk management arrangements.
- Working more closely with partners to ensure that data quality is consistently fit for purpose, improving benchmarking of information with other organisations and further developing data quality policies to be more service specific. This area has been highlighted as 'weak'. A Data Quality Action Plan has been developed to address concerns in this area, which are summarised in Appendix 4, the Use of Resources Action Plan.

3.6 The full Audit Commission report for the Organisational Assessment is appended as Appendix 2.

4. DELIVERING IMPROVEMENT

4.1 Area Assessment

4.1.1 The Area Assessment reinforces the priorities identified in the Community Strategy and Local Area Agreement and the performance results reported in the Manchester Partnership's quarterly performance reports and annual suite of State of the City reports. Consequently, there are already plans in place addressing the areas of under performance.

4.1.2 Extensive work is already taking place across the Partnership which address the issues raised in the Area Assessment report. For example, a number of initiatives have been and are being planned to be put in place to improve school attendance through the Children & Young People's Strategic Plan 2009-12; an action plan has been put in place to improve mental health services which includes the development of a performance management framework; a healthy weight strategy has been developed and will be launched this month; and burglary initiatives include continued support for Operation Storm with a particular focus on North Manchester.

4.1.3 An action plan containing improvement activities which address the areas of concern raised in the Area Assessment report is attached as Appendix 3.

Improvement activities will be delivered through the Partnership's Thematic Partnerships and progress against the plan will be monitored on a quarterly basis, alongside the quarterly LAA performance reports. These reports are submitted to the Partnership's Resources and Performance Sub Group, which is responsible for the scrutiny of the Partnership's finances and performance, Resources & Governance Overview and Scrutiny Committee and the Audit Committee.

- 4.1.4 The Local Government and Public Involvement in Health Act 2007 (LGPIHA) includes legal powers for Local Authority Overview and Scrutiny Committees to challenge, support and engage in the work of Local Strategic Partnerships. The Resources and Governance Overview and Scrutiny Committee scrutinises the overall governance of the Manchester Partnership and public sector organisations.
- 4.1.5 The Partnership will be represented on a 'Learning from CAA Flags' sub group of AGMA, which is currently being set up to share learning and good practice across AGMA from the CAA flags from Year 1.
- 4.1.6 The Partnership has gathered information in relation to Partnerships which have green flags for the red flag we received in Year 1 and are contacting them to discuss what we can learn to improve our performance in this area.

4.2 Organisational Assessment

- 4.2.1 In order to improve the Council's Use of Resources score next year, one of the fundamental issues is to demonstrate consistency and embeddedness of performance against all Key Line of Enquiry (KLOE) areas. It is recognised that this is happening in some areas already, but others require strengthening. As such, an action plan has been developed in order to manage this improvement process and ensure that our ambition and potential can be reached effectively.
- 4.2.2 The action plan (attached as Appendix 4) is based on feedback received from our external auditors, Grant Thornton, following the 2009 audit process. They have also provided examples of the types of evidence they would expect to see. In addition, examples of good practice are being sought from core cities, AGMA and other well performing authorities via the Audit Commission's Knowledge Sharing Network on an ongoing basis.
- 4.2.3 The action plan is focussed on securing a Level 3 for the individual KLOE areas, with evidence of operating at Level 4 arising from cross-cutting programmes of work, such as the revised business planning process and city region pilot work.
- 4.2.4. Overall responsibility for the delivery of the Use of Resources programme lies with the SMT Sub Group for Use of resources. The action plan will, therefore, be delivered and monitored through this Group on a monthly basis. In addition, progress against the action plan, is provided on a regular basis to the

Executive Member for Finance and Human Resources, Senior Management Team and the Audit Committee.

5. NEXT STEPS

5.1 Area Assessment

5.1.1 The Audit Commission have been gathering views from LSPs and Councils about the process for Year 1 of the Assessment and have not yet agreed the approach and timetable for Year 2 of the Assessment. However, the Commission have provided the Partnership with the areas on which they will focus in Year 2 and there is some certainty that the final report will be published in early December, as in Year 1. Given this, it is likely that judgements will be made by September.

5.2 Organisational Assessment

5.2.1 To ensure continuity in auditor's assessments, the use of resources framework, including the key lines of enquiry (KLOE), has not changed for 2010. The audit approach will examine what has changed in 2009/10 and what differences these changes have made in practice.

5.2.2 In terms of preparation for the 2010 audit process the Council will build on the strong self-assessments produced for each KLOE last year (which were well received by our auditors), strengthening the links between the efficient use of resources and better outcomes for Manchester people. The Use of Resources assessment is submitted in March with field work during March and April with scores published in June.

APPENDICES

1. Area Assessment published report
2. Organisational Assessment published report
3. Area Assessment Action Plan
4. Use of Resources Action Plan

CAA AREA ASSESSMENT - YEAR 1 ACTION PLAN

NB: The Areas of Concern in this Plan have been directly lifted from the 2009 Area Assessment report (please find details listed in Appendix 1 at the end of the document).

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
Adult Health and Well-Being				
1a) Mental Health	Continue to implement actions from the Boyington Review. Short-term actions have largely been completed and longer-term transformation issues are being picked up via the Commissioning Strategy for Mental Health and Wellbeing which will have a comprehensive performance framework to demonstrate how the service improves. Implementation will continue to be monitored through the Health and Wellbeing Overview & Scrutiny Committee.	Craig Harris (JCE)/Fionnuala Stringer (Adults)	On-going: 5-year Plan	All 1a - The Roadmap of Improvement is the delivery plan that will deliver these improvements, which will be evidenced by a combination of improvements in key performance indicators, customer consultation and outcome measures. <i>(NI 51: Effectiveness of child and adolescent mental health services. NI 149: Adults receiving secondary mental health services in settled accommodation. NI 150: Adults receiving secondary mental health services in employment)</i>
	Feed learning from discussions between Joint Health Unit and Primary Care Mental Health Teams around initiatives to engage residents with health problems into Invest to Save post 2011.	Heather Clarke / Jenny Osbourne /		

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
1b) Healthy Lifestyles	Launch Healthy Weight Strategy 2010-2013 and Healthy Weight Resource Pack to front line workers (launch date 1 st February 2010), which aims to halt the rising trend of obesity in Manchester through a multi-agency approach to encourage and enable healthy and active lifestyles. The Strategy's cross-cutting themes include weight management, the built environment, training, communication and data evaluation and applies to people from pre-conception to older people.	Barry Gillespie, Public Health Consultant	Strategy by 1 Feb 2010; Resource pack by 1 June 2010	Strategy and resource pack launched to timescale
	Undertake joint investigation by the Public Health Team and Children's Services into options for improving services in private fostering.	Colin Cox, Public Health Consultant	End June 2010	Action plan agreed
	Deliver additional MEND (Mind Exercise and Nutrition Do It) courses, which will make available an additional 60 places in 2010/11 for 7-13 year olds and their families. The course targets overweight and obese children and aims to increase physical activity levels and reduce inactivity whilst educating families on how to achieve a healthy balanced diet and maintain their weight through behaviour modification. It is delivered by Manchester Community Health within NHS Manchester and utilises school and leisure facilities.	Barry Gillespie, Public Health Consultant	March 2011	Number of places taken up over the year <i>(NI 56: Childhood Obesity in Year 6. 2009-10 Positive direction of travel towards target of 25.6%.)</i>
	To implement the counter weight programme for 18-75 year olds in an additional 10 GP practices in 2010/11. The programme aims to achieve and maintain medically valuable weight loss of 5-10% or 5-10kg and make sustainable changes to eating and physical activity behaviours, maintain long term weight loss and improve health status.	Barry Gillespie, Public Health Consultant	March 2011	Number of practices engaged Number of participants engaged in the programme

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
	Launch the Points for Life programme in 2010 which offers reward points for making positive healthy life choices.	Colin Cox, Public Health Consultant	By September 2010 Ongoing through 2010	Number of people signed up
	To increase physical activity in the playground in all primary schools.	Colin Cox, Public Health Consultant		
1c) Teenage Pregnancy	The Teenage Pregnancy Partnership Board, which reports to the Children's Board, will work with Government Office and the National Support Team in early 2010 to determine further areas for action in 2010/11. Actions for 2010/11 will need to be agreed with reference to the updated National Teenage Pregnancy Strategy due to be published before March 2010	Jon Dunn	By end April 2010	New action plan produced <i>(NI 112: Under 18 conception rates. Positive direction of travel towards the 2009-10 target of 37.5)</i>
1d) Alcohol Related Admissions	Establish alcohol identification and brief advice in each hospital A&E department to provide early intervention for people with developing alcohol problems plus additional care facilitation support for heavy dependent drinkers in order to reduce alcohol related hospital admissions.	Janet Mantle, Public Health Consultant	Ongoing till end 2011	Number screened Reduction of self reported drinking Reduction in alcohol related hospital admissions
	Evaluate the alcohol identification and brief advice programme in primary care and, if positive, explore options for sustaining the activity.	Janet Mantle, Public Health Consultant	Evaluation complete by April 2010	Activity sustained if evaluation positive <i>(NI 39: Alcohol related admissions. Positive direction of travel towards the 2009-10 target of 2,976)</i>

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
	Continue to implement the Extended Schools strategy, which includes provision of an integrated service combining Sure Start Children's Centres, extended school provision and play sessions to meet the target of 100% coverage for the core offer by 2010.	Kieran McDermott	Jan 2011	
	Further develop the leadership role of schools within district delivery model through the role of the Manchester Lead Head Teacher during 09/10 school year.	Kieran McDermott	Jan 2011	
	Continue to refine during 09/10 the school improvement cycle in Manchester, with clear responsibilities and accountabilities and a focus on high standards, which result in resources being targeted effectively towards priorities, supported by good quality performance data.	Kieran McDermott	Jan 2011	
	Provide operational services, which are appropriate to children and young people's needs, provide best value for money and are focussed on improving outcomes.	Kieran McDermott	Jan 2011	
	Ensure there is appropriate access to education and that parents and carers can express choice and be involved in their child's education. Key actions are: *To ensure that Manchester schools meet the Ofsted requirement to effectively consult, communicate with and engage with parents and families including through the Leading Parent Partnership Award. *To provide direct information and support and enabling parents, carers and families to access further help and opportunities.	Kieran McDermott	Jan 2011	

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
	<p>Agree targeted interventions with under-performing schools to raise achievement, in particular for vulnerable groups. We will harness regional and national support from the Greater Manchester Challenge, the National Strategies and the Every Child a Chance Trust to improve literacy, numeracy, behaviour and attendance. There will be a focus on narrowing the gap in attainment through the implementation of programmes to help children and young people to catch up through:</p> <ul style="list-style-type: none"> • Every Child a Talker • Every Child a Reader in 42 schools for Year 1 and 2 pupils. • Every Child Counts in 22 schools for year 2 pupils. • 1:1 tuition targeting 2,500 children who are unlikely to reach age related expectations in years 2, 3 and 4. 	Kieran McDermott	Jan 2011	
	<p>Look at ways in which those families who do not attend provision or participate in activities available through Sure Start Children's Centres city-wide can be included through outreach work.</p>	Kieran McDermott	Jan 2011	
	<p>Develop the role of the Children's Centre teacher.</p> <p>Roll out the quality assurance framework in all settings, including Sure Start centres and the private, voluntary and independent sector.</p>	Kieran McDermott	Jan 2011	

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
2b) School Absence (red flag)	Continue to implement the five strands of the Attendance Strategy: <ul style="list-style-type: none"> • Engaging positively with parents at all stages of their child's education. • Embedding the improvement of school attendance in all work to further develop school effectiveness. • Align the work of Children's Services with that of schools, services and other partners to improve school attendance. • Improve the availability and the use of data. • Developing the skills of the workforce. 	John Edwards	2010-11	All 2b - LAA Targets: Measure of success would be positive direction of travel towards 2009-10 targets for the following indicators: <ul style="list-style-type: none"> • Absence 2010 - primary 5.19%; secondary 8.04% • Secondary PA 2010 - 7.92%
	Improve attendance through the school improvement model with individual schools setting challenging targets to improve attendance and reduce persistent absence. Rigorous termly monitoring will ensure an appropriate level of challenge is set, and additional training for School Improvement Partners will be provided by the Regional Advisor for Behaviour and Attendance.	John Edwards	2010-11	
	Ensure that each school has appropriate support to build capacity for addressing attendance issues: Learning Support Officer (LSO) time; commissioned activity from Traded Services, intervention from National Strategies or Greater Manchester Challenge, school to school support, attendance at Behaviour and Attendance Networks; training from the Core Attendance Team.	John Edwards	2010-11	
	Agree a standard operating model to reduce persistent absence in schools with District Teams and continue to improve effective targeting of school and district partner's resources through an agreed and understood referral process.	John Edwards	2010-11	

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
	Continue to challenge schools to use the suite of four documents that comprise Manchester's updated Attendance Policy (The Attendance Strategy, Guidance on Removing a Pupil from the Attendance Register; Leave of Absence Guidance and Guidance about Religious Observance).	John Edwards	2010-11	
	Attendance Board to finalise draft attendance guidance documents for consultation and dissemination (including Model Policy to Support Attendance through the Effective Management of the Administration of Medicines, Pupils with Reduced Mobility and Guidance to Schools on the use of Parenting Responsibility Tools).	John Edwards	2010-11	
	Disseminate national and local messages and models of good practice to strategic senior school leaders and district and multi-agency partners through termly Behaviour and Attendance Networks.	John Edwards	2010-11	
	Complete city-wide register audits (104 already completed), complete evaluation of outcomes and plan follow-up progress reviews targeting identified priority schools.	John Edwards	2010-11	

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
2c) Young People in Employment, Education or Training	Develop a child poverty reduction strategy that addresses the roots of child poverty in adult worklessness, poor housing and consequent poor aspirations.	Liz Goodger / Elaine Weinbren / Pauline Newman		NI 116 (Proportion of children living in poverty) could measure these actions, but this target is included in the LAA Refresh.
	Introduce the Schools Gates Employment Support Initiative to increase the amount of employment and enterprise support provided to parents in and around their child's school. The initiatives will involve JobCentre Plus advisers working with specific primary schools to support parents into employment and is funded by MCC, JobCentre Plus and the North West Development Agency to support the project from October 2009 to the end of March 2011.	Marilyn Eccles / Brett Curtain		3 Skills and Schools workers working with 3 JCP advisers targeting Harpurhey, Benchill, and Ardwick.
	Develop and quality assure Diploma lines across the three 14-19 Collegiates, with 3 more to be delivered from September 09 and a further 6 by 2011.	Brett Curtain	2010-11	
	Ensure a smooth transfer of responsibility for 14-19 provision planning and funding from the Learning and Skills Council to the local authority for 2010-11.	Brett Curtain	2010-11	
	Continue delivery of the September Guarantee, whereby school leavers are guaranteed a place in post-16 education if they choose to take it up to increase on 2008 performance of 92%.	Brett Curtain	2010-11	
	Provide support for apprentices and trainees, directly through the Council's in-house scheme and through contractors delivering Building Schools for the Future, Academies, Housing Market Renewal, transport projects, the redevelopment of the Town Hall Complex, and other programmes.	Brett Curtain	2010-11	(Local KPI: Number of apprenticeships. Positive direction of travel towards target of 300 by 2010)
	Develop enterprise education through the Academies programme, a comprehensive work experience offer, and other business links.	Brett Curtain	2010-11	

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
	Embed the national standards for information, advice and guidance by providing training to schools and other partners and by encouraging their participation in the new IAG Quality Award.	Brett Curtain	2010-11	
	Provision of additional support to particular groups of children and young people who need it, in particular white boys and young men.	Brett Curtain	2010-11	
	Continue implementation of the Strategy to reduce the number of young people not in education, employment and training (NEET), focussing on: <ul style="list-style-type: none"> • Secondary Schools who have the highest rates of 16-18 year old ex-pupils who are NEET and 12 priority wards. • Development of early indicators to identify young people who will potentially become NEET and early intervention on 19 feeder primary schools. 	Brett Curtain	2010-11	(NI 117 Positive direction of travel towards 2009-10 Target of 8.5%) Local NEET indicators positive direction of travel towards the 2009-10 target NEET 7.47% Care Leavers 16.3% Young Offenders 23.6% Caring for own child 43.2% LDD Young People % School Leavers 5%
	Partners working with the Youth Offending Service to ensure that young offenders are able to access to educational and 'entry to employment' provision.	Brett Curtain	2010-11	Positive direction of travel – NEET Young Offenders 23.6%

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
Crime and Disorder				
3a) Crime Levels	The CDRP is looking with the Audit Commission and HMIC to develop a detailed improvement plan to address these areas of concern and their impact, which will be shared with the Manchester Partnership as it develops. The below actions are currently planned.	Maureen Noble/GMP	March 2010 July 2010	Completion of process. Implementation of improvement plan leading to clarity of partnership systems and processes and improvements leading to more effective delivery.
	Continue to implement Operation Storm, which provides activity to specifically tackle burglary dwelling offences, between January and March 2010 with a particular focus on North Manchester. Tactics include increased use of surveillance, the provision of 24/7 crime scene investigation staff and 'weeks of action' targeting volume crime offenders.	GMP	April 2010	Improvements in performance relating to Domestic Burglary (NI 16 Serious Acquisitive Crime. Positive direction of travel towards the 2009-10 Target of 43.37 per 1,000 population.)
	Continue to implement the Safer Homes Initiative. Local housing providers will provide residents with advice, guidance and referral to home securities services through Home Security Surgeries. CDRP helped local housing providers to apply for funding for this programme and at the time of writing, an announcement was expected on how much funding is to be allocated and to whom.			
	Implement the violent crime action plan which targets domestic abuse, violent extremism and gun gang violence. Strategic analysis has recently been completed which has identified key areas and issues to address in relation to serious violent crime, as well as commonality in relation to victims and offenders. The results of the analysis are to be incorporated into PBG action plans.			(NI 15 Serious Violent Crime. Positive direction of travel towards the 2009-10 Target of 1.68 per 1,000 population.)

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
	Set up a Board to oversee and ensure the delivery of CDRP targets for serious violent crime.			
	Continue to reduce crime in relation to student accommodation through the student strategy.			
	Review the Domestic Abuse Strategy.			
3b) Youth Offending Service	Continue to implement the action plan developed in response to the Inspection, which has largely now been implemented.	Kate Macdonald	April 2010	Improved quality and performance. <i>(NI 45 Young offenders engagement in education, training and employment. Positive direction of travel towards the 2009-10 Target of 71.4%)</i>

Employment, Skills, and Enterprise				
<p>4) Workless- ness</p>	<p>Continue to implement the Employment Skills & Enterprise action plan which informs the partnership's investment plan targeting most deprived neighbourhoods and those furthest away from the labour market by:</p> <ul style="list-style-type: none"> • Reducing number of workless people and ensure residents obtain sustainable employment opportunities. • Improving the skill levels of Manchester residents and young people to enhance their employment prospects and transition into working life. • Promote entrepreneurship and build competitive businesses. 	<p>Heather Clark</p>	<p>Interim April 2010. Full April 2011.</p>	<ul style="list-style-type: none"> • Worklessness Assessment complete. • Mapping and gap analysis complete. • Stakeholder consultation March 2010. • Interim Work and Skills Plan in place April 2010. • Evaluation of Investment Plan July 2010. • Local Economic Assessment September 2010. • Full Work and Skills Plan April 2011. <p><i>Positive direction of travel towards the 2009/10 targets for the following indicators:</i> <i>NI 163 Level 2 qualifications (71.3%)</i> <i>NI 164 Level 3 qualifications (55.8%)</i> <i>NI 165 Level 4 qualifications (36.4%)</i> <i>Local: % of people self-employed (10.1%)</i> <i>There are three other indicators that measure these actions but these targets are included in the LAA Refresh.</i> <i>(NI 151 Employment rate, NI 152 & Local Residents on out of work benefits.)</i></p>

	Put in place Young Persons Guarantee for 18-24 year olds to include work focused training, jobs through Future Jobs Fund, mentoring, internships or work experience via the Community Task Force	Heather Clark		
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Area of Concern	Actions	Responsibility	Timescale	Measure of Success
Sustainable Neighbourhoods				
5a) Housing (Paul Beardmore)	Continue to drive the HIO process ensuring that partners not only deliver Decent Homes targets but that the wider opportunities this presents to bring about sustainable communities are fully exploited.	Martin Oldfield	Ongoing	
	Keep our private sector renewal activity fit for the purposes of the Community Strategy through the continuous review of our Regulatory Reform Order (RRO). In particular this will ensure that we continue to develop products to help sustain owner	Mark Glynn	Ongoing	
	Continue to promote, integrate and develop Housing Market Renewal activity.	Richard Elliot	April 2011	
	Continue to raise the quality of the private rented sector through encouraging and enforcing, through licensing where necessary, improved management standards and property conditions.	Mark Glynn	Ongoing	<p>Positive direction of travel towards the 2009/10 targets for the following indicator:</p> <p>Local: Improving the private sector housing stock (2,000)</p> <p>There is another indicator that measures this action but this target is included in the LAA Refresh. (Local % of decent homes.)</p>

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
	Through the Strategic Housing Partnership, ensure that partners deliver high standards of neighbourhood management and help address anti social behaviour.	Gail Heath	Oct 2010	Positive direction of travel towards the 2009/10 targets for the following indicators: NI 21: Level of public confidence that ASB is being tackled (26.4%) NI 17: Perceptions of ASB (30%)
	Deliver the Access to Affordable Housing Strategy.	Gail Heath	Ongoing	Positive direction of travel towards the 2009/10 targets for the following indicator: Local: Home Ownership (48%) There are two other indicators that measure this action but these targets are included in the LAA Refresh. (NI 154 Net additional homes provided, NI 155 Net affordable homes delivered).
	Ensure that our National Affordable Housing Programme (NAHP) provides aspirational housing for sale as well as rent that helps achieve tenure balance and meets identified housing need.	Gail Heath	April 2011	
	Strengthen relationships between the SRFs, Registered Social Landlords (RSLs) and developers through the Strategic Housing Partnership to continue to deliver homes of the right tenure, accessibility and design	Gail Heath	Nov 2010	

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
	Work closely with the Homes and Communities Agency at all levels to ensure that the needs of the City are understood and that its investment supports delivery of the Community Strategy.	Gail Heath	April 2011	
	Deliver the Empty Homes Strategy.	Gail Heath	May 2010	
	Deliver the Housing Loop Business Delivery Plan.	Gail Heath	April 2010	
	Work with HCA to consider establishing a joint venture Local Asset Backed Vehicle to undertake strategic land assembly; invest strategically to promote residential and employment generating development; support third party development through strategic use of land assets and recycle investment funds through a revolving fund to support regeneration across north Manchester in particular.	Gail Heath	Dec 2010	
	Review the Housing Allocations policy.	Gail Heath	May 2010	
5b) Green City (Richard Sharland)	To improve domestic energy efficiency in public sector housing through a major programme of retro fitting.	Michael O'Doherty	End May 2010	A draft delivery plan will be in place by the end of May 2010. Secure funding from the ERDF for 3 to 4 million.
	To investigate decentralised low carbon energy planning and energy infrastructure projects.	Mary Livingstone	2010-12	Number of research papers and outcomes
	To identify ways of cutting carbon emissions in transportation in the city.	Bryan Cosgrove	As per LTP3 2011-2020	To ensure that carbon is at the heart of the local transport plan. Reduced carbon <ul style="list-style-type: none"> ▪ Increase in the number of GI projects, both City Council and external partners. ▪ Stronger statements around the importance of GI in the MCC Core Strategy

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
	To increase green infrastructure across the city.	Corin Bell	As above	As above
	To create a City Council delivery plan for cutting its own emissions.	Louise Yates	Mar 2010 -	Stronger statements around the importance of GI in the MCC Core Strategy
	To educate residents and community groups via partnerships with community agencies, including Action for Sustainable Living, which is currently focusing work in a number of priority wards across the city through the use of volunteers to peer train and educate residents in lower carbon lifestyles. To support community projects to create their own ideas for reducing CO2 and to help people understand their own carbon lifestyles through use of the £1	Lisa Lingard	As above	Number of projects. Number of people engaged.
	To support community projects to create their own ideas for reducing CO2 and to help people understand their own carbon lifestyles through use of the £1 million carbon innovation fund.	Esther Barnes	2010-2020	Number of projects. Number of people engaged.
	To offer a days carbon literacy training to every resident in the city.	Lisa Lingard	Present to April 2011	Number of people trained
	To run a number of local and citywide environmental awareness campaigns including the Proud of Manchester programme, Bike Week, Clean up the World, Tree-athlon, The Big Turn Off, and World Environment Day.	Suzanne Kornecki / Joanne Rhodes	2010-2020 Ongoing	No of people engaged. No of projects initiated. Decrease in energy bills.

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
5c) Waste and Recycling (Rachel Christie)	To review the waste management strategy.	Paul Castle	2010/11	Implementation of the revised strategy. All 5c - Increase in the rate of recycling Positive direction of travel towards the 2009/10 targets for the following indicators: NI 191 Residual household waste (636kg) NI 192: Household waste recycled (24%)
	To encourage residents to use the new improved recycling services implemented in 2009/10.	Jennifer Green	Trial – Mar 2010	Increase in participation Increase in tonnages collected Increase in the rate of recycling (see indicators above)
	To introduce food waste recycling.	Kelly Reynolds	Mar 2010 – Jun 2010	Service being in place Increase in the rate of recycling (see indicators above)
	To take a focussed approach in neighbourhoods with waste management through Intensive Neighbourhood Management (INM). This includes initiatives such as the trialling of a new local community incentive scheme which rewards positive recycling behaviour with vouchers which can then be handed in at local schools who can then exchange them for money/equipment for that school.	Jennifer Green		Increase in the rate of recycling (see indicators above)

Area of Concern	Actions	Responsibility	Timescale	Measure of Success
5d) Street Management (Rachel Christie)	To deliver programmes of targeted environmental enforcement.	Dave Hughes - TBC		All 5d - Positive direction of travel towards the 2009/10 target for the following indicator: Local: Ward Environment Scores (7.8)
	To deliver initiatives through Environmental Clean Teams.	Dave Hughes - TBC		As above
	To develop and implement service improvements identified through the AIM results, which include creating virtual teams through mobile working and streamlining enforcement services.	Dave Hughes - TBC		As above

AREAS OF CONCERN

1a - Mental Health

A significant number of people in Manchester have mental health problems and services have not been good enough to help them. The quality and availability of Manchester's mental health services has not been good enough for some time. The, Primary care Trust, the Council and others are now strengthening these services. We shall check next year whether the improvements that have been put in place are beginning to have an impact. (Ref: P.5, para 4; P.13, para 1) partners are not consistently gathering the views of people with mental health needs, which means there is not enough information to help plan how to improve these services. (Ref: P.8, para 5)

1b - Healthy Lifestyles

Healthy lifestyles are supported and promoted in most schools and settings...There are some weaknesses. This includes childcare where the provision for healthy lifestyles is only satisfactory and the private fostering service where it is inadequate. (Ref: P.13 para 3)

Nearly one in four children in Manchester are overweight. This is higher than other similar areas and plans to address this are not agreed. (Ref: P.13, para 7)

.... Clear partnership plans to help people keep a healthy weight won't be in place until 2010. (Ref: P.13, para 8)

1c - Teenage Pregnancy

Too many young girls become pregnant in Manchester and partners are not making enough progress to reduce this. (Ref: P.13 para 4)
Partners agree that tackling teenage pregnancy is an important issue. But they acknowledge that many interventions they have put in place have yet to demonstrate real impact. (Ref: P.13 para 6)

1d - Alcohol Related Admissions

Too many people in Manchester drink alcohol to excessive levels. Manchester has high levels of alcohol related hospital admissions and dependent drinkers compared with other areas. (Ref: P.13, para 9)

2a - School Achievement

Most children and young people achieve as well as those living in similar areas, but not as well as national averages. (Ref: P.4, para 8)
Across the city, school standards are inconsistent. There is still a big gap between the areas of the city where results are poorest and the best performing areas. Some groups of pupils do not achieve what they should. Behaviour in secondary schools and levels of persistent absence remain key weaknesses. Action to improve absence from secondary schools has been ineffective. We shall look next year to see whether there is any improvement here. (Ref: P.5, para 1)
Too many young people are leaving school without any qualifications at all – in some parts of the city, more than 1 in 7 and this is rising. (Ref: P.5, para 2)

The quality of Manchester's schools is mixed – meaning there are some weaknesses in the quality of services for children. Not enough of the provision is good. It is much better in nursery schools and primary schools are satisfactory. However, the quality of secondary schools is inconsistent – despite some exceptions, too many schools are just satisfactory. (Ref: P.11, para 6)
Very young children and those at Manchester's primary schools achieve as well as those who live in similar areas. But by the age of 16 standards fall below those across the country – but close to the standards achieved in similar areas. (P.11, para 7)
Weaknesses remain in the standards of behaviour in secondary schools and levels of persistent absence. Absence from secondary schools has been too high for too long and action to improve this has been ineffective..... In addition, schools take longer to come out of special measures than in similar areas or nationally. This indicates that some children are attending inadequate schools and they are not improving quickly enough. We shall look next year to see whether there is any improvement here (Ref: P.12, para 1)
There is too much inconsistency between schools in the standards achieved. For example, there is still a big gap between the areas of the city where results are poorest (such as Miles Platting and Newton Heath) and the best performing areas. There are some groups of children and young people who are not achieving what they should – Black Caribbean primary pupils are not doing well enough and white working class boys are achieving below the city average. (Ref: P.12, para 2)

2b - School Absence (Red Flag)

Key issues (Ref: P.10):

... number of young people absent from secondary schools remains too high.... Partners know that performance is not acceptable, but so far initiatives have not had the needed impact....Local targets to reduce absence are being missed - with absence higher in poorer areas – in the most affected areas, Ancoats and Clayton, secondary school absence amounts to nearly one in six sessions missed.

Partners have not made enough impact on reducing school absence, despite help from others. There has been some work in specific schools ...but learning from this is not shared quickly enough and agreed processes need to be embedded more consistently across the city.

Partners must work closer together to better understand and tackle the root causes of absences.

2c - Young People in Employment, Education or Training

According to external inspections, secondary schools are not doing enough to promote economic wellbeing. This is a key weakness and can affect the ability of young people to get employment, training or education. There are slightly more young people who do not secure this route compared to other areas and significantly more than nationally. (Ref: P.11, para 3)

3a - Crime Levels

People are more likely to be the victim of crime in Manchester than in many other places. Overall crime levels are down from last year, but the number of burglaries and violent crimes has increased. Those living in the North of the city are more likely to suffer. Anti-social behaviour, drink and drugs are still seen to be big problems by residents. We shall look next year at whether crime levels are improving in North Manchester and for specific community groups like students. (Ref: P.6, para 3)

Levels of crime in the city centre and to the north of the city are high. Here crime levels are some 50% higher than the city average with burglaries a particular problem and up significantly in the last 12 months. In South Manchester, burglary levels are high among the large student population, but recent falls are encouraging. Many students live in poor-quality rented accommodation with inadequate security.... We shall look next year at whether crime levels are improving in North Manchester and for specific community groups like students. (Ref: P.16, para 7)

3b - Youth Offending Service

Manchester's Youth Offending Service performs less well than similar areas. If the recommendations in the (*HMI Probation*) inspection report are followed, prospects for the future should be good. (Ref: P.17, para 2)

4 - Worklessness

..... But not all Mancunians have benefited from (*the city's*) increasing prosperity - in some parts of the city too many people remain out of work. (Ref: P.4, para 1)

(*re. residents' wages project*) Extra funding has been allocated to this initiative, but it is yet to have a noticeable effect. (Ref: P.11, para 2)

Many young people find it difficult to secure jobs or work based training. Vulnerable groups are most at risk – with those leaving Council care and young offenders finding it especially hard to find suitable opportunities. (Ref: P.11, para 4)

5a - Housing

We shall look next year at progress to improve the quality of Manchester's housing. (Ref: P.6, para 1)

Manchester continues to struggle with the high rate of empty properties and low levels of people who own their own home. The high level of empty homes in the private sector remains a concern. Plans to improve it are not having enough impact. This includes loans and accreditation schemes for landlords. Take-up is low, limiting their contribution to improving conditions. Also, the Council and partners are unlikely to meet their targets to increase owner occupation. (Ref: P.17, para 6)

Manchester has a significant growth in new housing. But it is unclear if this will meet housing need in the city. The bulk of new homes are city centre apartments. There remains a shortage of larger affordable properties in a number of popular areas of the city. (Ref: P.17, para 7)

Some residents live in poor quality housing. 3,000 homes will not achieve national standards for 'decent homes' for a few more years – missing original targets. However, the Council has a clear strategy and ambitious investment plans to improve housing standards. The Council currently manages these homes and its performance in doing so has been weak. Poor re-letting of homes, repairs and gas servicing and rent collection coupled with uncertainty about when improvements would begin have all contributed to poor resident satisfaction....

We shall be looking carefully next year at progress in this area. (Ref: P.17, para 8)

5b - Green City

According to the most up to date figures, carbon dioxide emissions are falling. Local public bodies know they must improve this to give business a competitive edge. The council has launched a 'Climate Change: Call to Action'; this will involve local businesses and the public in tackling the issue. It is the latest step in reducing Manchester's annual carbon dioxide emissions by one-third by 2020. (Ref: P.10, para 3)

5c - Waste and Recycling

Recycling levels fell last year. .. Less household waste was recycled or composted in 2008/09 – meaning that Manchester is falling behind other areas. (Ref: P.17, para 3)

5d - Street Management

More remains to be done to improve cleanliness of streets and open spaces. Graffiti and litter have been increasing in some parts of the city and although the amount of fly-tipping is down, it remains a problem. (Ref: P.17, para 4)

Use of Resources Improvement Action Plan – DRAFT NOVEMBER 2009

KLOEs	Improvement Priority	Delivery Action	Who	Time scales	Existing action plans	*RAG rating
FINANCIAL PLANNING (See also VFM)		KLOE OWNERSHIP: CAROL CULLEY				
1.1 (1.2, 1.3)	<ul style="list-style-type: none"> Improved financial planning through use of intelligent data 	<ul style="list-style-type: none"> Full integration of financial planning into business planning process Budget consultation process MTFS 	Carol Culley	Ongoing – Review at quarterly intervals Feb 2010 Feb 2010	<ul style="list-style-type: none"> Business Planning / Budget 	G
Evidence examples: <ul style="list-style-type: none"> improved quality of business plans across all services, reflecting the financial planning generated by the ongoing consultation and assessment process. clear trail from service business plans through to the overall medium term financial strategy 						
1.1, 1.2, 1.3 (potentially all other KLOEs)	<ul style="list-style-type: none"> Improved financial planning with partners 	<ul style="list-style-type: none"> Working with CYP and Adults to identify good practice. Learning from Total Place Initiative Pilot and delivering on it Using the LSP Resources and Performance sub group as part of business planning / budget process Area Based Grant work Clearer action plan on how we improve Links to governance and vfm work 	Carol Culley	Feb 2010 Feb/Mar 2010 Ongoing April/May 2010 Dec 2009		A
Evidence examples: <ul style="list-style-type: none"> service business plans clearly reflecting planning with partners action plans developed with partners clear link from actions agreed with partners through to the priorities expressed in business plans 						

KLOEs	Improvement Priority	Delivery Action	Who	Time scales	Existing action plans	*RAG rating
1.3 (1.1, 1.2)	<ul style="list-style-type: none"> Improved financial reporting 	<ul style="list-style-type: none"> Development / Delivery of revised budget monitoring and corporate budget monitoring process <ul style="list-style-type: none"> Including social / environmental information. Incorporates funding, growth and efficiency, vfm Consider dashboard/scorecard approach Schedule work to tidy/correct budgets (using manager desktop as further driver) Issue guidance re: coding etc Bring all monitoring reports upto an agreed standard Further engagement of budget holders and Heads of Service with SAP 	Carol Culley	Ongoing – April 2010	<ul style="list-style-type: none"> Internal Audit Budget monitoring Reports External Audit Action Plan Final Accounts 	G
<p>Evidence examples:</p> <ul style="list-style-type: none"> revised suite of budget monitoring reports demonstrating incorporation of identified improvement areas demonstration that revised budget monitoring operating consistently across services updated guidance/training for users of budget monitoring reports meetings with budget holders and demonstration of incorporating their views/requirements into monitoring reports 						
UNDERSTANDING VFM			KLOE OWNERSHIP: NICOLA BAMFORD/CAROL CULLEY			
1.2 (1.1, 1.3, 3.1, 3.2, 3.3)	<ul style="list-style-type: none"> Establishing current position 	<ul style="list-style-type: none"> Developing a council wide position statement for value for money by researching what the current arrangement are 	Nicola Bamford	Oct 2009	<ul style="list-style-type: none"> SMT sub group 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> completed VFM strategy with evidence that this is being actively used in service planning 						
1.2 (1.1, 1.3, 3.1, 3.2, 3.3)	<ul style="list-style-type: none"> Strengthening a corporate approach to vfm 	<ul style="list-style-type: none"> Undertaking a gap analysis on current position and where we need to be, by using KLOE guidance and GT feedback Approach to benchmarking with other similar councils, and internally considered Development of a vfm strategy including development of clear work programmes for each objective 	Nicola Bamford	Oct 09 Mid Nov 09 Draft by end Nov / early Dec Final b Feb 2010	<ul style="list-style-type: none"> Vfm strategy SMT sub group 	A

KLOEs	Improvement Priority	Delivery Action	Who	Time scales	Existing action plans	*RAG rating
<p>Evidence examples:</p> <ul style="list-style-type: none"> completed VFM strategy with evidence that this is being actively used in service planning suites of readily available benchmarking reports across services evidence that summary reports of benchmarking data are being reviewed at DMT level with action being taken where required action plans for VFM work programmes with evidence of progress against these 						
1.2, 2.1 (1.1, 1.3, 3.1, 3.2, 3.3)	<ul style="list-style-type: none"> Improved planning through use of intelligent data 	<ul style="list-style-type: none"> Development and implementation of Cost Benefit Analysis tool to inform business and budget planning process <ul style="list-style-type: none"> Understanding the supply market Involving local people, staff and suppliers 	Carol Culley / Nicola Bamford	Ongoing – April 2010. Review at quarterly intervals	<ul style="list-style-type: none"> Business planning process Thematic Action Plans 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> reports showing evidence of cost benefit analysis tool being actively used in business planning and decision making 						
1.2 (1.1, 1.3, 3.1, 3.2, 3.3)	<ul style="list-style-type: none"> Improved working with Partners to develop vfm 	<ul style="list-style-type: none"> Under development as part of partnership improvement priority re: Joint UoR Initial scoping meeting 16th November Presentation of agreed approach to SMT sub group by end of December 	Nicola Bamford	Nov/Dec 09 Nov 09 Dec 09	<ul style="list-style-type: none"> Business Planning Process Thematic Action Plans 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> meeting and presentation notes demonstration of improved understanding of cost and relative performance in thematic partnerships, e.g. improved indicator scores 						
COMMISSIONING		KLOE OWNERSHIP: SHARON KEMP				

KLOEs	Improvement Priority	Delivery Action	Who	Time scales	Existing action plans	*RAG rating
2.1	<ul style="list-style-type: none"> Strengthening corporate approach to commissioning 	<ul style="list-style-type: none"> Delivery of the joint commissioning strategy ie. Manchester Model Making the Manchester Model and other commissioning information (including sustainability) is user friendly and accessible on the website, Evidence of how IT developments have been used in commissioned activities, and what benefits these have provided Ensure a better understanding of commissioning demonstrated by defining and using the same language – including partners. Explore the possibility of a third sector commissioning strategy?? 	<p>SCG – All</p> <p>Sara Tomkins - All</p> <p>Steve Park – All</p> <p>SCG- All</p> <p>SCG – All</p>			
2.1	<ul style="list-style-type: none"> Improved commissioning by identifying customers and involving them in the commissioning cycle 	<ul style="list-style-type: none"> Using the Joint Strategic Needs Assessment (JSNA) and mapping out the greatest areas of need s, including who and when Mapping out locality needs from the JSNA, state of the ward, using services expertise Evidence gathering of service user involvement to demonstrate outcomes and to demonstrate improved user satisfaction. Evidence to support these are embedded. Gathering examples of co-production with service users and communities are 	<p>Sarah Henry</p> <p>Maureen Noble / andy Robertson / Fionnuala Stringer / Colin Cox</p> <p>Sharon Kemp / SGC All Hazel Summers / Gail Heath</p>		n/a	R
2.1, 1.2	<ul style="list-style-type: none"> Improved working with partners to strengthen commissioning 	<ul style="list-style-type: none"> Explore and evidence collaborative arrangements with other councils and partners Evidence that working with partners improves customer service and secures efficiencies 	<p>Sharon Kemp Jane Abdulla / Carol Culley / NB</p>			

KLOEs	Improvement Priority	Delivery Action	Who	Time scales	Existing action plans	*RAG rating
	<ul style="list-style-type: none"> Use of intelligent data to inform commissioning 	<ul style="list-style-type: none"> Evidence gathering around understanding the supplier market. Who are our suppliers? Examples of successful implementation of demand management in services Evidence that whole life costing and sustainability are taken into account in all commissioning decisions Comparison of performance with other sectors to challenge why and how a service is being provided. 	Ian Brown / Carol Culley / Nathan Atkinson / Peter Hawkins Carol Culley / Ian Brown Sharon Kemp			
Evidence examples: <ul style="list-style-type: none"> improved outcomes for service users through implementing the Manchester Model consistently across services improvements in user satisfaction surveys evidence of progress against priorities identified through the joint strategic needs assessment examples of innovative service delivery, reducing cost for the Council and improving quality of service for users website guidance evidence of longer term commissioning plans clearly communicated to partners and providers 						
DATA QUALITY AND USE OF INFORMATION			KLOE OWNERSHIP: SHARON KEMP			

KLOEs	Improvement Priority	Delivery Action	Who	Time scales	Existing action plans	*RAG rating
2.2	<ul style="list-style-type: none"> Strengthening corporate approach to data quality and improving data quality in partnership arrangements 	<p>DQ Action plan:</p> <ul style="list-style-type: none"> Meet with external partners to discuss DQ measures, and gain assurance regarding DQ Conduct joint data quality audits with external partners Establish bespoke DQ training sessions (training to include external partners) Develop a procedure note for all officers who use external data to calculate performance indicators Identify good practise from 4 star authorities regarding DQ planning and implementation in order to benchmark and identify gaps at MCC Include DQ within the corporate performance reports Refresh the DQ Strategy and Policy documents <ul style="list-style-type: none"> Develop an evidence library for DQ <ul style="list-style-type: none"> Clear reference to DQ in Corporate Plan and Business Planning process 	Andrew Blore	<p>Dec 2009 onwards Jan 2010 onwards Dec 2009 and Jan 2010 Nov 2009 Oct 2009 ongoing Quarterly from Nov 2009 Oct to Nov 2009 Jun 2009 onwards</p>	<ul style="list-style-type: none"> DQ Strategy and action plan SMT Sub Group 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> presentations to all stakeholders including external partners documentation across all departments of sources of external data consistent application of validation techniques supporting the accuracy of indicator information, including external data sources no significant errors identified in external audit review of indicators suite of supporting information for practitioners on the Council intranet data quality clearly considered and assurance documented within performance reports documentation of assurance over data quality in business plans updated DQ strategy document audit and validation techniques can be shown to have used best practice methodologies from high performing authorities 						

KLOEs	Improvement Priority	Delivery Action	Who	Time scales	Existing action plans	*RAG rating
2.2	<ul style="list-style-type: none"> Improved scrutiny of data quality 	<p>DQ Action Plan:</p> <ul style="list-style-type: none"> Ensure Data quality checklists are completed for each indicator and signed off by manager with backing data Establish a timetable of risk based data quality audits on performance indicators: <ul style="list-style-type: none"> High risk indicators to be audited by Internal Audit The low and medium risk indicators to be audited by Peer Review Services to establish DQ action plans to implement the recommendations of the DQ audits. Action plans to be monitored by P and P team Set up a task and finish group which will clearly develop the Peer Review and DQ training process Improve Governance of DQ through identification of DQ lead officers at various levels of Management DQ to be included in Person Specifications and JD's and monitored through 1 to 1's and appraisals 	Andrew Blore	<p>Dec 2009</p> <p>Dec 2009</p> <p>Nov 2009 onwards</p> <p>Nov 2009</p> <p>Oct 2009 onwards</p> <p>Nov 2009</p>	<ul style="list-style-type: none"> DQ Strategy and action plan SMT Sub Group 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> all indicators to have consistent and standardised documentation action planning following data quality audits and peer group reviews no significant data quality issues emerging from data quality audits and peer group reviews 						
2.2	<ul style="list-style-type: none"> Improved Data Security 	<p>AGS Plan actions:</p> <ul style="list-style-type: none"> Restructure of ICT service and review of its governance arrangements All ICT assets to come under the ownership of ICT Procurement of an end to end service monitoring and configuration monitoring tool which includes network access protection Data classification awareness training (including restricted, protected and classified data) rolled out across all business areas 	Tom Powell Steve Park??	<p>Oct 2009</p> <p>End Dec 09</p>	<ul style="list-style-type: none"> DQ Strategy and action plan SMT Sub Group ICT strategy 	R

KLOEs	Improvement Priority	Delivery Action	Who	Time scales	Existing action plans	*RAG rating
<p>Evidence examples:</p> <ul style="list-style-type: none"> internal and external audit follow up reviews demonstrate progress against agreed action plans no security incidents during the period under review updated security policies and evidence of guidance and training for relevant officers 						
RISK MANAGEMENT AND GOVENANCE			KLOE OWNERSHIP: TOM POWELL			
2.3, 2.4 (potential ly all other KLOEs)	<ul style="list-style-type: none"> Embeddedness of risk management within the Council and its partnerships 	<p>AGS and Risk Strategy:</p> <ul style="list-style-type: none"> Redraft the Councils risk management policy Full refresh of corporate risk register Review of risks included within business plans – as part of challenge and support sessions Delivering council wide manager training in risk management <ul style="list-style-type: none"> 500 managers trained annually Risk management training delivered to joint session of SMT and EMG 	Tom Powell	<p>Oct 09 End Dec 09 Nov 09</p> <p>Mar 09 End of Dec 09</p>	<ul style="list-style-type: none"> Risk Management Strategy and action plan 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> updated risk management policy training slides and registers of attendance audit trail showing departmental and corporate risk registers updated consistently and routinely during the year external audit sample review of risk registers shows a consistent application of risk assessment methodology clear progress against plans to mitigate significant risks 						

KLOEs	Improvement Priority	Delivery Action	Who	Time scales	Existing action plans	*RAG rating
2.3, 2.4	<ul style="list-style-type: none"> Strengthening Partnership Governance Arrangements 	<p>AGS Actions:</p> <ul style="list-style-type: none"> Development of a partnership risk classification, and identification where further investigation on partnership governance is required over the year Identification of all partnerships in a register and maintenance of it to enable ongoing partnership assurances and risk assessments <ul style="list-style-type: none"> Develop proposals to form a gateway process in relation to establishment of certain categories of partnership Ongoing development of a Partnership Governance Framework incorporating best practice Further development of a set of core partnership values by the Public Service Board for the Manchester Partnership Implementing findings of the review of the way of working at the Manchester Board and Public Service board levels <ul style="list-style-type: none"> Updating terms of reference, confirming roles and accountabilities 	Governance Sub Group Jane Abdulla	Ongoing In line with AGS timescales	<ul style="list-style-type: none"> Annual Governance Statement Action Plan 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> implementation of above plans demonstration that partnerships are improving value for money and achieving planned outcomes 						
2.3, 2.4	<ul style="list-style-type: none"> Strengthening Internal Governance 	<ul style="list-style-type: none"> Developing member training and the role of members. Develop non-executive member engagement in partnerships working Implementation of the Annual governance Statement action plan <ul style="list-style-type: none"> Strengthening ICT, Partnership and Schools governance arrangements Map out the governance framework, and identify where AGMA fits into it. Framework to Identify clarification and consistency of decision making from the top 	Andrew Ballantyne	Ongoing In line with AGS timescales	<ul style="list-style-type: none"> Annual Governance Statement Action Plan 	A

KLOEs	Improvement Priority	Delivery Action	Who	Time scales	Existing action plans	*RAG rating
Evidence examples: <ul style="list-style-type: none"> • member training plan matched to training delivered in the year with evidence of good attendance • evidence of effective challenge to officers by members following receipt of training • monitoring reports against AGS action plan with audit trail of improvement in key areas 						
	<ul style="list-style-type: none"> • Strengthening Internal Control 	<ul style="list-style-type: none"> • Development of a fraud awareness action plan and implementation of • Shared intelligence with relevant partner organisations for fraud awareness • ?? 		? ?	<ul style="list-style-type: none"> • Fraud Awareness Action Plan 	
Evidence examples: <ul style="list-style-type: none"> • Fraud Assessment • Audit Committee Self Assessment • Assessment of Internal Audit Investigations						

KLOEs	Improvement Priority	Delivery Action	Who	Timescales	Existing action plans	*RAG rating
EFFECTIVE USE OF NATURAL RESOURCES		KLOE OWNERSHIP: RICHARD SHARLAND				
3.1	<ul style="list-style-type: none"> Improved use of natural resources 	<ul style="list-style-type: none"> Identify green priorities, and deliver against them <ul style="list-style-type: none"> Finalise ES Action Plan by Nov 09 Implementation of Environmental Strategy Deliver against Green Agenda and Climate Change Action Plan Manage the progress and reduce its impact in line with targets across the organisation <ul style="list-style-type: none"> Monitoring and delivering against the NIS – carbon reduction and climate change adaptation 	Richard Sharland	Being developed as part of the Environmental Strategy	<ul style="list-style-type: none"> Environmental Strategy Climate change action plan 	A
Evidence examples: <ul style="list-style-type: none"> achievement of carbon reduction targets and other environmental indicators reports showing monitoring of achievement against above action plans with specific case studies to support this achievement 						
3.1	<ul style="list-style-type: none"> Sustained natural resources 	<ul style="list-style-type: none"> Sustainability impact appraisals for major projects and programmes and action taken to respond to negative impacts 	Richard Sharland	Being developed as part of the Environmental Strategy	<ul style="list-style-type: none"> Environmental Strategy Climate change action plan 	A
Evidence examples: <ul style="list-style-type: none"> examples of impact appraisals clear audit trail of action taken where specific issues have been identified 						
3.1	<ul style="list-style-type: none"> Improved use of natural resources through partnership working 	<ul style="list-style-type: none"> Considering environmental impact of suppliers – using commissioning and procurement to influence them Using partnerships to minimise impact (e.g. using shared buildings) <ul style="list-style-type: none"> Continue ongoing work with AGMA Effectively working with partners to develop and implement plans 	Richard Sharland	Being developed as part of the Environmental Strategy	<ul style="list-style-type: none"> Environmental Strategy Climate change action plan 	A

KLOEs	Improvement Priority	Delivery Action	Who	Timescales	Existing action plans	*RAG rating
<p>Evidence examples:</p> <ul style="list-style-type: none"> • implementation of sustainable procurement strategy • agendas and minutes of meetings with partners • specific case study examples of shared buildings or joint use of other resources 						
3.1, 2.4	<ul style="list-style-type: none"> • Improved Risks 	<ul style="list-style-type: none"> • Identifying significant environmental risk that could affect delivery of operations and identify mitigating actions 	Richard Sharland	Being developed as part of the Environmental Strategy	<ul style="list-style-type: none"> • Environmental Strategy • Climate change action plan 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> • risk registers consistently assessing and mitigating environmental risk 						
3.1	<ul style="list-style-type: none"> • Embeddedness of natural resources within culture 	<ul style="list-style-type: none"> • Establish Green Champions to work with services to guide, inform and support on environmental issues • Set up an Environment task group to steer resources towards being more efficient. • Improved integration of business planning and green agenda next year • 	Richard Sharland	Being developed as part of the Environmental Strategy	<ul style="list-style-type: none"> • Environmental Strategy • Climate change action plan 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> • service business plans clearly document relevant environmental considerations • evidence of meetings held by "green champions" 						
EFFECTIVE USE OF PHYSICAL ASSETS		KLOE OWNERSHIP: LYDIA MORRISON / HELEN JONES				

KLOEs	Improvement Priority	Delivery Action	Who	Timescales	Existing action plans	*RAG rating
3.2	Improved Asset Management	<ul style="list-style-type: none"> Ensuring delivery of the Asset Management Plan (AMP) seeks to: <ul style="list-style-type: none"> Increase capacity by working with partner organisations to explore and maximise joint use and co-location Establish provision of community based groups across ward boundaries Ensure AMP spend closely aligns with Service SIPs and overall MIP objectives The AMP is supported by robust and realistic implementation and service plans 	Lydia Morrison	<p>July 2010</p> <p>July 2010</p>	<ul style="list-style-type: none"> Asset Management Plan CAMSG Property Review action plan 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> demonstration of progress towards meeting the objectives of the Asset Management Plan (reports to support this) planning reports supporting co-location with aligned cost/ benefit analysis 						
3.2	Improved asset management through partnership working	<ul style="list-style-type: none"> Exploring alternative models of sharing, ownership and management of public assets with key partners including working with the third sector <ul style="list-style-type: none"> Tree of life project – using a school NEPHRA – using retail units Brooklands – provision of community hub single work stream implemented in Aug 2009 with NHS. Pencilled opportunities with Greater Manchester Police and Diocese Continue developing Corporate Asset Management Strategy Group, where all services are represented. Head of Service to continue sitting on several boards across the city. 	Lydia Morrison	<p>July 2010</p> <p>July 2010</p> <p>July 2010</p> <p>ongoing</p>	<ul style="list-style-type: none"> Asset Management Plan Partnership Governance CAMSG 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> minutes of Corporate Asset Management Strategy Group showing progress against key actions case study examples of working with partners (as noted in action plan above) strategic plans developed with partners 						

KLOEs	Improvement Priority	Delivery Action	Who	Timescales	Existing action plans	*RAG rating
3.2	Improved embeddedness asset management planning <ul style="list-style-type: none"> Risk and governance 	<ul style="list-style-type: none"> Asset management planning is fully integrated with corporate and service planning. <ul style="list-style-type: none"> Developed as part of the business planning process, and asset reviews to be conducted as part of this process. Strategic asset plans are supported by realistic and robust implementation plans <ul style="list-style-type: none"> gateway process, Asset Management programme, Property Review Report, Options Appraisals, Maintenance programmes, Business Plans Continue governance through annual scrutiny, and CAMSG (Corporate Asset Management Strategy Group) 	Lydia Morrison	Ongoing – April 2010. Review at quarterly intervals	<ul style="list-style-type: none"> Asset Management Plan CAMSG Service Asset Reviews 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> business plans showing clear consideration of use of assets across services case studies from capital gateway process minutes of Corporate Asset Management Strategy Group showing progress against key actions 						
3.2	Identification of sustained resources	<ul style="list-style-type: none"> Continue developing Energy Efficiency Programmes <ul style="list-style-type: none"> Retro fittings and energy improvements Continue full options appraisals on buildings when they become available in communities 	Lydia Morrison	Ongoing Dec 2010 Ongoing	<ul style="list-style-type: none"> Asset Management Plan CAMSG Environmental strategy 	A
<p>Evidence examples:</p> <ul style="list-style-type: none"> benchmarking information comparing performance with other Councils improvements to performance indicators (e.g. energy efficiency) 						
EFFECTIVE USE OF HUMAN RESOURCES			KLOE LEAD: CAROLINE POWELL / RACHEL WELCH			

KLOEs	Improvement Priority	Delivery Action	Who	Timescales	Existing action plans	*RAG rating
3.3	Delivering the key objectives of the People Strategy	<ul style="list-style-type: none"> Refresh the People Strategy Develop a Well-being Strategy Develop and monitor enhanced workforce targets & metrics Develop and deliver leadership development programme Develop and deliver management development programme Delivery of skills pledge commitments Implementation of strategies to recruit workless residents Review of Recruitment & Selection Policies 	Caroline Powell	Jan 2010 Jan 2010 Jan 2010 Jan 2010 On-going March 2010 On going Jan 2010	<ul style="list-style-type: none"> People Strategy Skills Pledge Neighbourhood Strategy 	G
3.3	Further integration of workforce planning into business planning processes	<ul style="list-style-type: none"> Integrating workforce and business planning Increased joint workforce planning within MCC Increased joint workforce planning across partners Implement enhanced support for Heads of Service to support development of workforce plans within services 	Caroline Powell / Rachel Welch / Nicola Bamford	On-going March 09 onwards March 09 onwards March 09 onwards	<ul style="list-style-type: none"> Business Planning 	G
3.3	Effective piloting of revised workforce arrangements for the Town Hall Transformation Programme	<ul style="list-style-type: none"> Piloting and evaluating revised working arrangements for the Town Hall transformation programme via decant to First Street 	Caroline Powell	April 2010 onwards	<ul style="list-style-type: none"> People Strategy Customer Services Strategy ICT Strategy THTP 	A
3.3	Implementing workforce efficiencies identified by the AIM review	<ul style="list-style-type: none"> Implementing workforce efficiencies identified by the AIM review 	Caroline Powell	Dec 09 onwards	<ul style="list-style-type: none"> Business Planning AIM Neighbourhood Strategy 	A

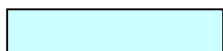
KLOEs	Improvement Priority	Delivery Action	Who	Timescales	Existing action plans	*RAG rating
3.3	Securing higher achievement against the Equality Standards	<ul style="list-style-type: none"> Improve the Equalities standard and framework Review of 2010 Workforce Equality targets Review of employee groups Targeted development opportunities 	Nicola Bamford / Caroline Powell Sharon Kemp/Caroline Powell Caroline Powell	March 2010 December 2010 March 2010 On-going	<ul style="list-style-type: none"> Race Relations Amendment Act Equality Schemes Equality Targets 	A
3.3	Evidence of improvements in employee satisfaction based on action plans	<ul style="list-style-type: none"> Feedback mechanisms developed and monitored Connect Employee Events Preparation of Employee Attitude Survey IIP Assessment Preparation 	Caroline Powell	December 2009 On-going Dec 09 Dec 09	<ul style="list-style-type: none"> People Strategy IIP 	A
Evidence examples: <ul style="list-style-type: none"> 						

*The RAG rating is an indication of the level of confidence about delivery;

Green – Performance on track to achieve or exceed target;

Amber – Performance not on track to achieve target but moving towards it; or; evidence and/or data missing but target thought to be met

Red – Performance not on track to achieve target

 = contained within an existing action plan