



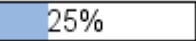

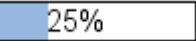

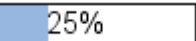

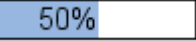



# Appendix 1


## Chief Executive's Department


### Mid Year Departmental Plan Report

Icon	Name																		
	1 Regeneration & the local economy (CP11-15)																		
Icon	Name																		
	Better employment opportunities (CP11-15)																		
Icon	Name																		
	Reduce unemployment and benefit dependency (CP11-15)																		
Performance Indicator	2007 /08	2008 /09	2009 /10	2010 /11	July 2010		August 2010		September 2010		July 2011		August 2011		September 2011		2012 /13	2013 /14	Assigned To
	Value	Value	Value	Value	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
Percentage of working age people claiming Job Seekers Allowance	3.64 %	4.43 %	5.95 %	6.3%	5.4%	5%	5.6%	5%	5.2%	5%	6.4%	5%	6.5%	5%	6%	5%	5.5%	5.5%	Michael Gill
Action					Status	Progress			Due Date			Comment							Assigned To
Lead and Manage the Employability Service to improve the skills of our people and support them into work.									31-Mar-2012			Employability Services are now delivered from Job Centres and Libraries across West Dunbartonshire. To date 130 residents have registered with the Service, 30 have secured employment.							Michael Gill
Lead and manage the Employability Service to deliver National and Local Training Programmes/initiatives to increase positive destinations for 16-19 year olds.									31-Mar-2012			At the mid year review of National Training contracts the Service is performing ahead of set targets and the national average.							Michael Gill
Lead and manage the CL&D Service in aligning their services with those of the Employability and Advice Services to tackle the Work and Benefits challenges									31-Mar-2012			Development day for three services held and evaluation compiled. Meetings held by Team Co-ordinator and Aligned Services to progress referral process. Interim referral process in place.							Lorna Campbell
Undertake regular data and statistical analysis on aspects of the performance of the local economy in									31-Mar-2012			The number of people claiming JSA this month is 6.0% compared to 4.1% Scotland and 3.9% for GB.							Valerie McIlhatton


Icon	Name				
	order to inform service development.				
	Develop a new co-ordinated approach to managing, funding and delivering CL&D, Advice Services and Employability Services within the Chief Executive's Department		<div><div>80%</div></div>	31-Mar-2012	Progress is being made in developing a new co-ordinated approach to services. Managers of CL&D, Advice Services and Employability are meeting on a regular basis to ensure the ongoing development of service co-ordination and client assessment. Progress was also reported to the CPC on 9 May.
					Peter Barry


Icon	Name
	Grow the Local Economy

Icon	Name
	Attract and support the development of new and emerging businesses and support the sustainability of existing businesses


Action	Status	Progress	Due Date	Comment	Assigned To
Ensure Elected Members are fully briefed about developments in Clyde Valley Shared Services		<div><div>100%</div></div>	31-Mar-2012	At the Council meeting on 31st August 2011, the Clyde Valley Shared Services proposals were unanimously rejected by Elected Members. West Dunbartonshire Council has now withdrawn from the Shared Services project.	Colin McDougall

Icon	Name
	Reduce population decline (CP11-15)





Icon	Name
	Reduce population decline and out migration (CP11-15)

Action	Status	Progress	Due Date	Comment	Assigned To
Undertake data and statistical analysis for the CMT and elected members on the impact of demographic change to inform service development.		<div><div>50%</div></div>	31-Mar-2012	The latest population estimates, published by the General Registrars office show that the population of West Dunbartonshire has fallen again this year by 369 persons. Of this figure, 19 persons were lost due to natural change (deaths over births) and 350 persons were lost due to out migration.	Valerie McIlhatton


Icon	Name
	2 Health & well being (CP11-15)


Icon	Name
	Increase life expectancy - especially in the most deprived areas (CP11-15)

Icon	Name
	Improve the health and safety of Council employees (CP11-15)

Action	Status	Progress	Due Date	Comment	Assigned To
Provide regular reports to CMT and committee on Health and Safety issues		<div><div>60%</div></div>	31-Mar-2012	Progressing as planned.	John Duffy
Maintain a robust Health and Safety management strategy		<div><div>25%</div></div>	31-Mar-2012	Progressing as planned 80% of contractors have been audited and inspected.	John Duffy
Implement an accredited Health and Safety programme		<div><div>50%</div></div>	31-Mar-2012	Second course for Educational Services has now been completed.	John Duffy
Carry out an audit of departmental fire risk assessments		<div><div>100%</div></div>	31-Mar-2012	All milestones now completed.	John Duffy

Icon	Name
	Reduce Inequalities and Poverty

Icon	Name
	Increase employment and training opportunities for people with a learning disability, mental health problems criminal record or addiction issues


Action	Status	Progress	Due Date	Comment	Assigned To
Lead and manage the CL&D Service in increasing the provision of learning and literacies opportunities for people with identified needs		<div><div>25%</div></div>	31-Mar-2012	AL&CL Team Co-ordinator has met with Criminal Justice/Mental Health Staff to progress referrals for people with identified needs. Contact also made with stepping stones who are keen to develop a protocol. Interim referral process in place. The CL&D ALSN worker alone has provided learning and Literacies opportunities for 36 learners since April 2011; all 36 have reported an increase in the development of their core/soft skills.	Lorna Campbell

Icon	Name				
Icon	Name				
	Reduce Child Poverty				
Action	Status	Progress	Due Date	Comment	Assigned To
Review Scottish Government's Child Poverty Strategy and identify Advice Services role local.		<div><div>50%</div></div>	30-Dec-2011	This forms part of the overall improvement activity within the Advice Partnership.	Mary Holt
Icon	Name				
	Reduce Poverty				
Action	Status	Progress	Due Date	Comment	Assigned To
Lead and Manage Advice Services to maximise and sustain income and improve opportunity through in and out of work benefits and debt management		<div><div>33%</div></div>	31-Jan-2012	Partnership Agreement and Action Plan completed, awaiting approval of C.E.G Committee.	Mary Holt
Analysis of previous year's financial gains to identify areas where reduction occurred.		<div><div>37%</div></div>	31-Mar-2012	Quarter 1 (2011/12) analysis report in progress. This action is linked with CED/11-15/CP036	Mary Holt
Increased monitoring, review and analysis of impact of welfare reforms on financial gains		<div><div>50%</div></div>	31-Mar-2012	Process mapping activity in progress.	Mary Holt
Icon	Name				
	5 Education & life-long learning (CP11-15)				
Icon	Name				
	Provide Learning for Life				
Icon	Name				
	Improve achievement and attainment through lifelong learning				
Action	Status	Progress	Due Date	Comment	Assigned To
Lead and manage the CL&D Service in establishing a strategic role for the service within the proposed 'Learning Communities' partnership approach to		<div><div>83%</div></div>	31-Mar-2012	Paper outlining format and role of Group approved.	Lorna Campbell

Icon	Name				
community based services.					


Icon	Name
	Raise school attainment and achievement (CP11-15)


Icon	Name
	Increase positive destinations for 16-19 year olds (CP11-15)


Action	Status	Progress	Due Date	Comment	Assigned To
Lead and manage the Employability Service to deliver National and Local Training Programmes/initiatives to increase positive destinations for 16-19 year olds.		<div><div>25%</div></div>	31-Mar-2012	At the mid year review of National Training contracts the Service is performing ahead of set targets and the national average.	Michael Gill








Icon	Name
	6 An improving Council (CP11-15)


Icon	Name
	Improve community engagement (CP11-15)

Icon	Name
	Improve confidence and active citizenship for children and young people



Action	Status	Progress	Due Date	Comment	Assigned To
Lead and manage the CL&D Service in establishing a strategic approach to the active involvement of young people in Youth Consultation and Representation structures within WD.		<div><div>50%</div></div>	31-Mar-2012	Youth Development Team supporting three Youth Action Groups to progress consultation responses from Youth Consultation Event, Feb 2011. Youth Fund Bid submitted for Youth Consultation Event. Committee Skills Training programme evaluated in line with HMIe requirements. Youth Consultation and Representation structures currently under review and team await feedback from Section Head.	Lorna Campbell








Icon	Name
	Improve the effectiveness of community consultation and engagement activity (CP11-15)

Action	Status	Progress	Due Date	Comment	Assigned To
Ensure that the Council's ambition to successfully complete a partial stock transfer is fully supported by Corporate Communications.		<div><div>33%</div></div>	29-Feb-2012	Due to the Council's decision to move the Partial Stock Transfer independent tenant ballot back to September 2012 the scope of this work has reduced significantly for 2011/12.	Malcolm Bennie
Organise and run WDC budget consultation		<div><div>20%</div></div>	31-Mar-2012	Planning started in August 2011.	Peter Barry
Manage the delivery of effective community engagement services through CPP and BVIP community engagement workstream		<div><div>66%</div></div>	31-Mar-2012	CPP Community Engagement Coordination Group is now merged full with the Council's BVIP Community Engagement Workstream. An action plan has been developed and approved by CPP Strategic Board. A community engagement calendar is now being utilised, increasingly by all CPP partners.	Peter Barry
Improve consultation and community engagement skills and capacity within WDC/promote best practice		<div><div>66%</div></div>	31-Mar-2012	Arrangements are progressing to plan.	Anne Clegg
Direct operation and development of WD citizens panel		<div><div>75%</div></div>	31-Mar-2012	The June survey has been completed and an additional survey is underway.	Anne Clegg
Support and develop the operation of the CPC		<div><div>75%</div></div>	31-Mar-2012	The May meeting has taken place and preparations are on target for the August meeting.	Anne Clegg
Co-ordinate and support the delivery of the joint community engagement action plan		<div><div>50%</div></div>	31-Mar-2012	The joint community engagement action plan is going to the August CPP Board and the meetings to monitor the plan have been notified to participants.	Anne Clegg



Icon	Name
	Improve governance, resource management and financial planning (CP11-15)

Icon	Name
	Improve accountability to all stakeholders







Action	Status	Progress	Due Date	Comment	Assigned To
Prepare media for any election called		<div><div>0%</div></div>	31-Mar-2012	The bulk of this work will take place in period 4 unless a by-election is called.	Malcolm Bennie
Ensure financial returns are made for relevant elections		<div><div>33%</div></div>	31-Mar-2012	Progressing as planned.	Lorraine Coyne

Icon	Name					
	Plan, organise and run the count for any election called		<div><div>33%</div></div>	31-Mar-2012	Election Team participating in all 2012 election events so far arranged.	Lorraine Coyne
	Complete the performance standard return for any election called		<div><div>100%</div></div>	31-Mar-2012	Awaiting details of performance standards to be applied for 2012 election.	Lorraine Coyne
	Complete risk (business continuity) and integrity plan for any election called.		<div><div>33%</div></div>	31-Mar-2012	Risk Register refreshed for 2012 Council Elections, initial work done on identifying new risks and regrading existing risks - risk owners now to 'manage' own risks.	Iain Davidson
	Consult with stakeholders on audit performance		<div><div>50%</div></div>	31-Mar-2012	On target for completion by due date.	Joe Gillespie
	Produce Assurance Statement to support the Statement of Internal Financial Control		<div><div>100%</div></div>	31-Mar-2012	Action completed.	Joe Gillespie
	Implement revised Public Performance Reporting arrangements at a Corporate level for the Council		<div><div>100%</div></div>	31-Mar-2012	The Council's public performance report for 2010/11, 'Measuring Up?', was published on the homepage of the Council's website on 29th September in advance of the 30th September statutory deadline. Copies were e-mailed to all elected members and the senior managers' network. A limited number of hard copies (around 350) were available from Council receptions, libraries, community centres etc by November 2011. Audit Scotland is currently reviewing all Councils' PPR arrangements and their feedback will help inform future PPR activity.	Lynn Henderson
	Produce mid year and year end Corporate Plan progress reports for Audit & Performance Review Committee		<div><div>50%</div></div>	31-Mar-2012	Progressing to plan. Corporate Plan 2011/15 mid year progress report currently under way for submission to Audit & Performance Review Committee in December.	Lynn Henderson

Icon	Name				
	Improve approach to risk management (CP11-15)				

Action	Status	Progress	Due Date	Comment	Assigned To
Establish a risk register for the Chief Executive's Department		<div><div>50%</div></div>	31-Mar-2012	On track.	Colin McDougall
Review approach to strategic risk management		<div><div>62%</div></div>	31-Mar-2012	Four milestones are not yet completed, including the development of the high level strategic risk themes which requires further assistance from the CMT.	John Duffy



Icon	Name				
	Improve Community Planning structures and processes				
Action	Status	Progress	Due Date	Comment	Assigned To
Assist and advise on new CPP website		<div><div></div>0%</div>	31-Mar-2012	There are no milestones to this work as the CPP has chosen to work with our contractors Innovation Digital to develop their own website. Corporate Communications will respond to any requests for assistance that we receive from the CPP during the rest of the year.	Malcolm Bennie
Oversee the effective governance and management of Community Planning		<div><div></div>25%</div>	31-Mar-2012	Significant work to establish good governance and management of Community Planning was carried out in 2010 - 2011. This is evidenced through the completion of a comprehensive CPP Partnership Agreement and the work of all CPP structures. There are no anticipated major concerns about CPP governance during 2011 - 2012, and work is progressing to plan.	Peter Barry
Manage and develop relationships with the third sector through the development of a third Sector Interface		<div><div></div>25%</div>	31-Mar-2012	WDCVS and WDCPP have met to discuss this specific Covalent action. The WD Interface Partnership Forum has now been formed and the milestones agreed reflect the partnership work to be completed by March 2012. On target to completed action by March 2012.	Fiona Miller
Provide advice guidance and support for three Community Planning Thematic groups.		<div><div></div>40%</div>	31-Mar-2012	Some adjustments to the focus and priorities of existing thematic groups will be required to respond to a more streamlined SOA based around three specific priority areas. Scottish Government senior staff specifically advise this should be looked at.	Fiona Miller
Develop a new co-ordinated approach to managing, funding and delivering CL&D, Advice Services and Employability Services within the Chief Executive's Department		<div><div></div>80%</div>	31-Mar-2012	Progress is being made in developing a new co-ordinated approach to services. Managers of CL&D, Advice Services and Employability are meeting on a regular basis to ensure the ongoing development of service co-ordination and client assessment. Progress was also reported to the CPC on 9 May.	Peter Barry

Icon	Name
	Improve departmental planning and performance management in the Chief Executive's Department











Action	Status	Progress	Due Date	Comment	Assigned To
Produce the CED's twice year progress reports for Corporate and Efficient Governance Committee and quarterly email reports to all elected members		<div><div>75%</div></div>	31-Mar-2012	The Quarter 2 Report has been agreed and submitted to 23 November C&EG committee.	Valerie McIlhatton
Finalise the Chief Executive's Departmental Plan 2011/15 and submit to Corporate and Efficient Governance Committee for approval.		<div><div>100%</div></div>	22-Jun-2012	A formal end of year report and appendix on the 10-14 plan was submitted to the C&EG committee on the 22nd June.	Valerie McIlhatton
Organise and run Covalent training for the CED		<div><div>33%</div></div>	31-Mar-2012	Introductory and intermediate training on Covalent organised and run for Internal Audit. Training requirements of other CED staff will be reviewed by end of November.	Lynn Henderson




Icon	Name
	Improve governance throughout the Council



Action	Status	Progress	Due Date	Comment	Assigned To
Monitor the progress of the Audit Plan and report to A&PR		<div><div>50%</div></div>	31-Mar-2012	Progress reported to A&PR Committee as appropriate.	Joe Gillespie
Monitor the implementation of audit recommendations and report to A&PR		<div><div>66%</div></div>	31-Mar-2012	Progress reported to A&PR Committee on the 12th October 2011.	Joe Gillespie


Icon	Name
	Improve the CED attendance



Performance Indicator	2007/08	2008/09	2009/10	2010/11	Q2 2010/11		Q2 2011/12					2012/13	2013/14	Assigned To
	Value	Value	Value	Value	Value	Target	Value	Target	Status	Long Trend	Short Trend	Target	Target	
Number of days lost per employee for Chief Executive's Department		1.47	14.76	6.29	0.91	3	1.76	2.88				11	11	Deirdre Muldoon

Action	Status	Progress	Due Date	Comment	Assigned To
Implement the maximising attendance policy within the CED		<div><div>50%</div></div>	31-Mar-2012	Progressing as planned.	Lorraine Coyne
Icon	Name				
	Improve the corporate planning, departmental planning and the budget process				
Action	Status	Progress	Due Date	Comment	Assigned To
Develop key corporate performance indicators for 2011/12 and subsequent years		<div><div>80%</div></div>	31-Mar-2012	The key corporate performance indicators for 2011/12 were approved at the Council meeting on 30 March 2011.	Colin McDougall
Develop and implement the corporate planning process for 2012/17		<div><div>40%</div></div>	31-Mar-2012	Corporate Plan 2012/17 objectives agreed by Council. Currently reviewing PIs with departments, revising targets where necessary and rolling forward targets for 2015/16 and 2016/17. Targets will be submitted to a future Council for agreement prior to implementation from 1st April 2012.	Lynn Henderson
Co-ordinate revision and issue of Joint Planning and Budget Guidance for 2012/17 with Finance and ICT Services		<div><div>100%</div></div>	31-Mar-2012	JP&BG now issued.	Lynn Henderson
Publish and distribute Social and Economic Profile to support the joint planning and budgeting timetable		<div><div>100%</div></div>	31-Mar-2012	This year's Social and Economic Profile has been published to the intranet and circulated to all Directors and Elected Members.	Valerie McIlhatton
Icon	Name				
	Improve the Performance Management Framework (CP11-15)				
Action	Status	Progress	Due Date	Comment	Assigned To
Provide reports to committee on a regular basis for SPI 1 and 2		<div><div>50%</div></div>	31-Mar-2012	Report of annual performance for 2010/11 submitted to Council meeting on 31 August 2011 and to Audit & Performance Review Committee on 12 October 2011. Quarter 1 2011/12 performance reported to Audit & Performance Review Committee on 12 October 2011.	Colin McDougall
Develop Covalent corporately		<div><div>50%</div></div>	31-Mar-2012	Covalent Housekeeping & Archiving Guide distributed to Departmental Covalent Co-ordinators for comments. Once agreed it will be distributed and implemented.	Lynn Henderson
Provide advice and tools on integrating high profile high level 'stand alone' e.g. BVIP, AIP, corporate PSIF within mainstream corporate and departmental plans		<div><div>66%</div></div>	31-Mar-2012	A new panel, Key Source/s, has been set up in Covalent to record the key sources of actions. E-mailed all Covalent users to advise of this development and	Lynn Henderson











Icon	Name				
					updated User Guide on intranet.
Icon	Name				
Ob	Improve the process for business continuity across the Council				
Action	Status	Progress	Due Date	Comment	Assigned To
Maintain and test the Council's business continuity plan		<div><div>25%</div></div>	31-Mar-2012	Business Continuity Management System & Policy updated and will be tabled to CMT & Committee in December 2011. Work ongoing on update of Departmental BC plans on rolling basis. Growth Bid submitted for funding for external BC Information booklet required under CCA.	Iain Davidson
Icon	Name				
Ob	Improve the process for civil contingencies across the Council				
Action	Status	Progress	Due Date	Comment	Assigned To
Embed and test the Council's Civil Contingency arrangements		<div><div>60%</div></div>	31-Mar-2012	A review of Emergency Plans with Exercising and training requirements has been conducted and has generated a 3 Year work plan (with training & exercise plan). This is in conjunction with external update of Community Risk Register in preparation for introduction of new format of Community Risk Register in late 2011/early 2012. Output from these work streams includes Briefing for elected members, training at Strategic, Tactical & Operational levels and review of existing plans, procedures and protocols.	Iain Davidson
Icon	Name				
Ob	Improve the SOA				
Action	Status	Progress	Due Date	Comment	Assigned To
Oversee the development, monitoring and reporting of the SOA 2011 - 2014		<div><div>80%</div></div>	31-Mar-2012	The SOA 2011/14 was approved by Council and was submitted to the Scottish Government in June 2011. The performance framework for the SOA has now been finalised following useful feedback from the Scottish Government technical team. The range of performance	Peter Barry


Icon	Name					
					indicators will be assessed and reviewed at the end of 2012. Will continue to engage and consult with key stakeholders within the Council and across the Community Planning Partnership to ensure continuous improvement of the SOA performance framework. Currently preparing the SOA 2009/11 final progress report. Deadline for completion is 25th November 2011.	
	Review and improve the Performance Management Framework for CPP programmes		<div><div>100%</div></div>	31-Mar-2012	CPP Executive Group approved a 6 monthly progress reporting cycle for all CPP Thematic Group Programmes. Financial reporting - relating to these programmes - will continue on a quarterly basis.	Peter Barry
	Manage the design and implementation of Community Planning programmes that deliver SOA outcomes		<div><div>66%</div></div>	31-Mar-2012	Following scrutiny of submitted output/outcome templates, and negotiation with CPP Programme Lead Officers, the majority of CPP Programme outputs and outcomes have been finalised. Performance indicators have been created and aligned to the CPP Thematic Group 2011/12 scorecard on Covalent. Guidance on the reporting process has been cascaded to Thematic Group Lead Officers and Programme Lead Officers. A full report from each of the 6 Thematic Groups is due to be submitted to the CPP Manager by 23/12/11. These reports will be summarised and submitted to the next scheduled CPP Strategic Board. In the process of integrating new projects awarded funding by CPP Strategic Board on 8/8/11.	Peter Barry


Icon	Name
	Strengthen the Council's commitment to tackling fraud


Action	Status	Progress	Due Date	Comment	Assigned To
Take part in the NFI exercise		<div><div>33%</div></div>	31-Mar-2012	Matches have been reviewed and investigation is ongoing.	Joe Gillespie
Update the Confidential Reporting Policy		<div><div>100%</div></div>	31-Mar-2012	Policy has been reviewed by Audit and passed to HR for comments. HR have stated they will not be able to action it until 31st March 2012.	Joe Gillespie


Icon	Name
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Icon	Name				
	Improve organisational culture (CP11-15)				
Icon	Name				
	Improve and develop the CED workforce				
Action	Status	Progress	Due Date	Comment	Assigned To
Implement a learning development strategy and action plan for the CED to meet staff development needs as identified in the PDP process		<div><div></div>0%</div>	31-Mar-2012	Progressing as planned. New PDP process to be rolled out in Chief Executive's Dept and development needs will be identified during this process.	Lorraine Coyne
Complete and implement a review of reporting lines within the new CED structure		<div><div></div>0%</div>	31-Mar-2012	Review of structure in progress.	Lorraine Coyne
Monitor progress of PDP process within CED		<div><div></div>50%</div>	31-Mar-2012	New PDP process to be rolled out to Chief Executive's staff in the next few months.	Lorraine Coyne
Icon	Name				
	Improve consultation and communication with employees (CP11-15)				
Action	Status	Progress	Due Date	Comment	Assigned To
Embed and improve the Council's intranet as part of the new internal communications policy		<div><div></div>33%</div>	31-Mar-2012	This work has just begun with the launch of our Corporate Communications Survey which includes several questions on the intranet.	Malcolm Bennie
Produce 4 high-quality issues of Talk (staff newspaper)		<div><div></div>50%</div>	31-Mar-2012	Progressing as planned.	Malcolm Bennie
Icon	Name				
	Improve employee communication within the CED				
Action	Status	Progress	Due Date	Comment	Assigned To
Review and monitor the implementation of revised system of monthly section meetings (linked to SMTs), monthly team briefings, (linked to core brief), and quarterly PDPs across the department		<div><div></div>0%</div>	31-Mar-2012	This action will be taken forward once the departmental restructure is in place.	Lorraine Coyne


Icon	Name				
	Improve morale and employee perceptions of feeling valued within the CED				


Action	Status	Progress	Due Date	Comment	Assigned To
Consult with CED employees on actions to improve morale and perceptions of feeling valued		<div><div>0%</div></div>	31-Mar-2012	This action will be taken forward once the Departmental restructure has taken place.	Lorraine Coyne








Icon	Name				
	Improve strategic leadership (CP11-15)				

Icon	Name				
	Improve leadership and management skills of elected members, the corporate management team, middle management and supervisory staff (CP11-15)				












Action	Status	Progress	Due Date	Comment	Assigned To
Develop a Consultation Plan to involve stakeholders in a review of the mission, vision and values		<div><div>33%</div></div>	30-Jun-2012	This work will be completed once a new Administration is in place.	Colin McDougall
Build programme of progressive leadership for the CED SMT into the PDP process		<div><div>50%</div></div>	31-Mar-2012	All Managers in CED have had access to the Progressive Leadership Course.	Colin McDougall
Review of strategic leadership and decision making process - business days		<div><div>0%</div></div>	31-Mar-2012	Work to deliver this action will not commence until the second half of 2011/12.	Colin McDougall
Undertake a review of the current 8 strategic priorities.		<div><div>100%</div></div>	31-Mar-2012	Complete. There are now four new strategic priorities for 2011/12.	Colin McDougall
Embed the 4 Strategic Priorities identified by Members for 2011/12 into the Council's decision making process.		<div><div>75%</div></div>	31-Mar-2012	Guidance issued to managers on incorporation of strategic assessment within Council/Committee reports.	Angela Terry





Icon	Name				
	Improve Member-Officer relations (CP11-15)				

Action	Status	Progress	Due Date	Comment	Assigned To
Identify Member development needs in relation to building and maintaining positive relationships with each other and with officers		<div><div>33%</div></div>	31-Dec-2011	Completed review of all member development programmes. Plan underway to improve accessibility of member development resources & develop member induction programme.	Angela Terry





Evaluate effectiveness of member's Business Day Programme		<div>0%</div>	31-Oct-2011	Review completed on all member development. Questionnaire drafted for member input on new programme and scheduled for issue by mid Nov.	Angela Terry
Icon	Name				
	Improve the perception of West Dunbartonshire (CP11-15)				
Icon	Name				
	Improve the image and reputation of West Dunbartonshire and the Council (CP11-15)				
Action	Status	Progress	Due Date	Comment	Assigned To
Develop marketing opportunities for West Dunbartonshire that support the key areas identified by Economic Development and reflect the budget restraints currently in place.		<div>92%</div>	31-Mar-2012	We are working closely with Economic Regeneration to provide some innovative suggestions and support on marketing the area. We will continue to contribute to this work whenever capacity allows.	Malcolm Bennie
Produce three high-quality issues of Housing News to create an improved perception of the Council amongst its 10,000 tenants.		<div>33%</div>	31-Mar-2012	Given the reduced resources within Corporate Communications it has been agreed with HEEDs that only three issues of Housing News will be produced in 2011-12. We will begin work on the winter edition shortly.	Malcolm Bennie
Work in partnership with ICT to overhaul the Council website including a redesign, improved content, increased engagement and the creation of a more useful resource for residents and stakeholders.		<div>14%</div>	31-Mar-2012	We are working through a project plan with our contractors and hope to have a functional site delivered before December. Considerable effort will then be required from across the Council to support this new site.	Malcolm Bennie
Deliver a professional Press Office service to both protect the reputation of the Council and importantly to proactively promote its good work.		<div>61%</div>	31-Mar-2012	Progressing as planned.	Malcolm Bennie









Icon	Name				
	Promote continuous improvement and competitiveness				
Icon	Name				
	Improve self awareness within the Chief Executive's Department				
Action	Status	Progress	Due Date	Comment	Assigned To
Carry out benchmarking exercise		<div><div>100%</div></div>	31-Mar-2012	Internal Audit & Benchmarking partners now taking part in SLACIAG initiative on IA PIs for SLA.	Joe Gillespie
Icon	Name				
	Improve service efficiency and competitiveness				
Action	Status	Progress	Due Date	Comment	Assigned To
Prepare for Best Value 2 audit due in 2012/13		<div><div>33%</div></div>	31-Mar-2012	On track.	Lorraine Coyne
Lead and Manage improved Advice Service provision through enhanced joint working.		<div><div>50%</div></div>	31-Jan-2012	In progress, linked to Actions 28 & 29.	Mary Holt
Monitor implementation of CED Continuous Improvement Plan		<div><div>50%</div></div>	31-Mar-2012	The PSIF implementation plan and other relevant performance plans are a standing item on the SMT agenda.	Lorraine Coyne
Refine and update PI benchmarking data in Covalent		<div><div>33%</div></div>	31-Mar-2012	On track.	Colin McDougall
Co-ordinate and prepare reports on progress of the Assurance and Improvement Plan		<div><div>50%</div></div>	31-Mar-2012	An update on the Assurance and Improvement Plan was submitted to the Council meeting on 28 September 2011. It is intended to provide updates for Elected Members on a quarterly basis.	Colin McDougall
Icon	Name				
	Improve service performance and quality				
Action	Status	Progress	Due Date	Comment	Assigned To
Review Continuous Improvement strategy and build in characteristics of BV2 to ensure compliance with the Local Government Scotland Act		<div><div>20%</div></div>	31-Jul-2012	Work is ongoing PSIF alone does not comply with the characteristics of best value that is why the strategy includes review work against the 4 C's of best value. The CMT PSIF improvement plan will form the core of evidence for the shared risk assessment team.	Sandra Brysland






Icon	Name					
	Review approach used to measure the performance against the corporate plan, associated departmental plans and improvement plans		<div><div>33%</div></div>	31-Mar-2012	Work will commence to inform the strategic planning process in 2012/13.	Sandra Brysland
	Develop and implement option appraisal tools and techniques		<div><div>66%</div></div>	31-Dec-2011	This work has commenced and will be built into the CI Strategy as the logical progression from competitiveness testing and efficiency studies. However, decisions required from CMT on way forward, this is being addressed.	Sandra Brysland
	Implement PSIF programme for 2012 across WDC		<div><div>40%</div></div>	31-Aug-2012	Preparation work is underway. SW&H have agreed PSIF programme and talks have commenced with Housing	Sandra Brysland
	Conduct an annual Customer Satisfaction Survey to evaluate performance of the Corporate Communications Team		<div><div>83%</div></div>	01-Feb-2012	This work has begun and the survey will be issued in the next few weeks to staff.	Malcolm Bennie












Icon	Name				
	Join up and share services with other providers				






Action	Status	Progress	Due Date	Comment	Assigned To
Explore the possibility for knowledge sharing and service sharing for Internal Audit		<div><div>0%</div></div>	31-Mar-2012	Assessing possibility of knowledge sharing in Computer and Performance Audit later in year.	Joe Gillespie
Support the implementation of the outcomes of the Clyde Valley Community Partnership shared service review		<div><div>100%</div></div>	31-Mar-2012	At the Council meeting on 31st August 2011, the Clyde Valley Shared Services proposals were unanimously rejected by Elected Members. West Dunbartonshire Council has now withdrawn from the Shared Services project.	Colin McDougall
Carry out annual review of departmental shared service development arrangements		<div><div>0%</div></div>	31-Mar-2012	Work on this action is scheduled to take place during the last quarter of 2011/12.	Colin McDougall
Investigate further the option of shared services (or parts of the service) with that of a neighbouring authority.		<div><div>0%</div></div>	31-Mar-2012	Work to be carried out during the second half of the year.	Colin McDougall

Icon	Name
	Promote equal opportunities
Icon	Name
	Promote equal opportunities and compliance with legislation.

Action	Status	Progress	Due Date	Comment	Assigned To
Set and publish equality outcomes based on evidence and involvement of equality groups and communities		<div><div>0%</div></div>	31-Mar-2012	Work had begun to identify possible objectives. The Government has decided that the requirement to publish outcomes will not come into force until December 2012. It will therefore be carried forward to next year.	Suzanne Greer; Ricardo Rea
Work with departments towards mainstreaming equalities, monitor progress and report via existing public performance reporting systems		<div><div>50%</div></div>	31-Mar-2012	Mid year update; Work is well advanced on revised EIA guidelines, commented is awaited from the EHRC; 2 of the 4 planned training sessions has been delivered. Additional support has also been provided to relevant officers as required.	Suzanne Greer; Ricardo Rea
Update Equality Scheme to include all protected characteristics, equality objectives and also incorporate Gypsy Traveller Strategy		<div><div>20%</div></div>	31-Mar-2012	Mid Year update; Work has begun on scoping the shape of the new scheme, ahead of more in depth consultation with stakeholders.	Suzanne Greer; Ricardo Rea
Work with partner organisations to promote good practice in Equalities and develop shared approaches where appropriate		<div><div>25%</div></div>	31-Mar-2012	Mid Year Update; Work on Equalities and the SOA is being used to identify opportunities for partnership. A common approach to EIA has been agreed with the CHCP, utilising a shared toolkit.	Suzanne Greer; Ricardo Rea

Action Status	
	Cancelled
	Overdue; No longer assigned
	Unassigned; Not Started; Check Progress
	Resuming; In Progress; Assigned
	Completed

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown