




## CCC - 2018/19 Delivery Plan Year-end Report


Icon	Name
	1. A strong local economy and improved job opportunities


Icon	Name
	Increased skills for life & learning


Action	Status	Progress	Due date	Comments	Assigned To
Support lifelong learning through extended programme of Quest Courses and early year's literacy programmes.		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2019	This activity was completed as planned. Reviews of several services were undertaken and improvements made.	Gill Graham
Deliver digital skills training to front line staff where required.		<div style="width: 66%;"><div style="width: 66%; background-color: #4f81bd; color: white; text-align: center;">66%</div></div>	31-Mar-2019	Activity was undertaken but due to unplanned absences in the senior management team this action was not fully delivered. This activity will be continued into 19/20 where there will be a focus on delivering digital capacity sessions.	Gill Graham





Icon	Name
	2. Supported individuals, families and carers living independently and with dignity

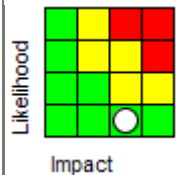
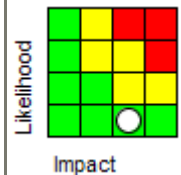
Icon	Name
	improved wellbeing

Action	Status	Progress	Due date	Comments	Assigned To
Continue to roll out Macmillan Drop in clinics across the libraries estate. Explore potential to expand to include other chronic diseases.		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2019	This activity was completed as planned. The Library service continues to work with Macmillan moving into 2019/20.	Gill Graham


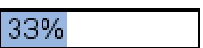


Icon	Name
	3. Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Icon	Name
	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Action	Status	Progress	Due date	Comments	Assigned To
Ensure citizens are supported to engage and participate in service design and delivery			31-Mar-2019	All activity delivered as planned. This included work to strengthen the online citizens panel and enhance the use of the monthly telephone survey	Amanda Coulthard
Support Community Planning West Dunbartonshire to further develop locality planning and involvement in line with the Community Empowerment Act			31-Mar-2019	All activity delivered as planned. This includes joint work to deliver a partnership approach to place based planning.	Amanda Coulthard

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Partnerships		The Council fails to engage adequately with partnership bodies		Amanda Coulthard

Icon	Name
	Strong and active communities

Action	Status	Progress	Due date	Comments	Assigned To
Successfully upgrade Clydebank library			31-Mar-2019	This work has been delayed. Phase one of the upgrade cannot be completed until the external contractor has established the lift to all floors. The second phase for the internal fit-out has taken longer than planned to come forward but the tender for the work is currently out to market and will be delivered in 2019/20.	Gill Graham
Establish Libraries as 'safe locations' for residents and visitors as part of the Keep Safe Initiative.			31-Mar-2019	Working with Police Scotland, West Dunbartonshire Libraries are now designated Keep Safe locations, providing a safe place for people to go to should they experience crime, bullying or harassment. Our libraries all display a Keep Safe notice which lets vulnerable people know that we	Gill Graham

Action	Status	Progress	Due date	Comments	Assigned To
				provide a Keep Safe place and that staff members know how to respond.	
Secure external funding to progress development plan (cultural programme)		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ADD8E6; text-align: center;">100%</div>	31-Mar-2019	This action has progressed as planned with officers scoping out a range of funding opportunities.	Gill Graham; Sarah Christie

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to provide a library service to residents		The Council has a statutory duty to provide a "comprehensive and efficient" library service to the residents of West Dunbartonshire. Failure to deliver this would have reputational damage to the Council. place the Council at risk of legal challenge and undermine local people's access to learning, knowledge and key Council supports.		Gill Graham

Icon	Name
	4. Open, accountable and accessible local government

Icon	Name
	Equity of access for all residents





Action	Status	Progress	Due date	Comments	Assigned To
Support the development of digital capacity across the organisation through the channel shift agenda		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ADD8E6; text-align: center;">100%</div>	31-Mar-2019	This action was completed as planned and included a digital maturity assessment undertaken by Scottish Local Government's Digital Office and a range of online improvements such as online school registration.	Stephen Daly
Deliver a programme of venue enhancements to ensure all libraries and Cultural facilities are accessible and fit for purpose.		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ADD8E6; text-align: center;">20%</div>	31-Mar-2019	The capital project to transform the infrastructure of Libraries and Museums has slipped due to unplanned absences in the senior management team, and competing priorities within other Council teams supporting this project. Officers are disappointed the investment is not being made as planned but are committed to delivering this project successfully in 2019/20. On the positive side the branding improvements have been delivered at branches in Alexandria, Dumbarton, Parkhall, and Faifley.	Gill Graham
Maximize opportunities for innovative use of technology across library and culture services and facilities		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ADD8E6; text-align: center;">57%</div>	31-Mar-2019	Progress on this project has slipped due to unplanned absences in the senior management team, and the complexity of installing the public wi-fi project in branches. Direct delivery of books to branches is now largely in place, and the tender for self-service machines is finished and the devices will be in branches in early 2019/20.	Gill Graham

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to effectively manage and learn from complaints		There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided.		Stephen Daly
Citizens and communities		The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents		Amanda Coulthard; Amanda Graham









Icon	Name
	5. Efficient and effective frontline services that improve the everyday lives of residents

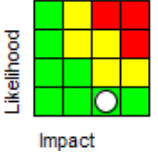
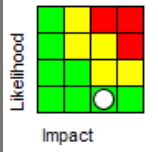
Icon	Name
	A committed and skilled workforce

Action	Status	Progress	Due Date	Comments	Assigned To
Ensure that a culture of continuous improvement is embedded across Libraries and Cultural Services. Participating in national improvement schemes and achieving national recognised standards.			31-Mar-2019	Progress has been made on this action with Museum Accreditation retained for Clydebank Museum and Art Gallery, the extended management team engaged in developing the Operational Service Plans, and an all staff engagement event undertaken in December 2018. Due to unplanned absences in the senior management team progress slipped on participation in the How Good is Our Public Library Service (HGIOPLS) and Self Evaluation of the Museum service. This activity will be continued in 2019/20 as a priority.	Gill Graham
Carry out pulse survey on key issues from employee survey to track interim progress			31-Mar-2019	This action has been completed as planned with positive improvements in a number of areas. Further action will now take place in 2019/20 to address the issues raised in the pulse survey.	Amanda Coulthard
Ensure a focus on support, training and development for employees across the service			31-Mar-2019	This action has been completed as planned with senior managers trained in process improvements, PDPs and Be The Best conversations undertaken, the pulse survey delivered, and a pathway for library staff to develop themselves being mapped out.	Malcolm Bennie
Put in place a monthly written update for all employees in the service			31-Mar-2019	This action has been delivered through the introduction on a monthly blog issued to all CCC employees	Malcolm Bennie

Action	Status	Progress	Due Date	Comments	Assigned To
Ensure regular senior management team attendance at team meetings to ensure strong cascade of information and opportunities for engagement			31-Mar-2019	This action has been delivered as planned.	Malcolm Bennie
Implement priority actions developed to support being 21st Century Public Servants.			31-Mar-2019	This action has been delivered as planned. Good progress was made on income generation opportunities at the Town Hall, and in Commercial Waste. A wide range of external visits to other Councils was undertaken by senior officers within CCC. Senior management also undertook a range of face-to-face engagement sessions with frontline employees across CCC.	Malcolm Bennie

Icon	Name
	A continuously improving Council delivering best value

Action	Status	Progress	Due Date	Comments	Assigned To
Deliver a refreshed strategy for Culture & Library Services			31-Mar-2019	The new Library and Culture structure was introduced in 2018/19 and delivered savings at the same time as maintaining high satisfaction ratings.	Gill Graham
Ensure robust data and analysis is available to support decision making across all services			31-Mar-2019	This action was delivered as planned. Our new data analyst is supporting a range of services to undertake improvement activity. This work builds on existing activity on continuous improvement and learning from data sources such as telephone survey, citizens panel and the segmentation software.	Amanda Coulthard
Embed frameworks which support continuous improvement and best value across the organisation			31-Mar-2019	This action was delivered as planned. The strategic improvement framework is embedded in services and generating improvement plans.	Amanda Coulthard
Explore opportunities for the digital transformation for the service, focused on digital enablement and process improvement (milestones to be determined from outputs of SMN group work)			31-Mar-2019	This action was delivered as planned. Officers reviewed digital approaches involving Integrated Voice Recognition technology and webchat, considered if there were opportunities for Amazon Alexa and Kindles in our housebound library service, and if there was scope for an automated internal complaints process. This work will continue into 2019/20.	Malcolm Bennie

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to utilise data and intelligence to deliver continuous improvement		The council is committed to continuous improvement and requires robust management information to inform decision making. There is a risk that a lack of detailed data would impact on Council's ability to make improvement focused decisions		Amanda Coulthard

### Quality standards 2018/19

Performance Indicator	2018/19		Assigned To
	Value	Target	
All telephone calls to the contact centre will be answered within 2 minutes	67%	90%	Stephen Daly
Library users requesting purchase of new books will receive a response within 10 working days	Data not available	100%	Gill Graham
Books reserved from alternative libraries will be delivered within two weeks	Data not available	100%	Gill Graham
EIA supports requests will be responded to within 5 working days	100%	100%	Ric Rea