



Appendix 2: Assurance and Improvement Plan

Generated on: 06 August 2010




1-Risk Assessment
1.1-Health & Wellbeing


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
SWH/AIP/001 Review of Community Plan Health and Wellbeing Indicators		<input type="text" value="0%"/>	31 Oct 2010	Moira Swanson		Agree with partner agencies a set of appropriate measures to allow regular (minimum annual)		18 Oct 2010	No
						Assess current indicators for potential for more frequent measurement		11 Oct 2010	No
						Identify alternative indicators which are measurable at least annual basis		11 Oct 2010	No
						Seek approval of CMT		29 Oct 2010	No
SWH/AIP/002 Review of Corporate Plan Health and Wellbeing Indicators		<input type="text" value="0%"/>	31 Oct 2010	Stephen West		Agree with partner agencies a set of appropriate measures to allow regular (minimum annual)		18 Oct 2010	No



						Assess current indicators for potential for more frequent measurement		11 Oct 2010	No
						Identify alternative indicators which are measurable at least annual basis		11 Oct 2010	No
						Seek approval of CMT		29 Oct 2010	No
SWH/AIP/003 Review of Single Outcome Agreement Health and Wellbeing Indicators		<input type="text" value="0%"/>	31 Mar 2011	Stephen West		Consider options from existing revised Health and Wellbeing Indicators for inclusion as indicators for SOA2		31 Jan 2011	No
						Identify and recommend to CPP relevant indicators for SOA2		28 Feb 2011	No
SWH/AIP/004 Improve Citizens' Perceptions of Social Work and Health Services		<input type="text" value="0%"/>	31 Mar 2011	Stephen West					

1-Risk Assessment
 1.2-Regenerating & Growing Our Local Economy
 (i)-Reduce unemployment and benefit dependency



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/SS/03/SP10-14 Maximise on existing programmes and projects and explore new opportunities to attract new funding		<input type="text" value="0%"/>	31 Mar 2011	Jim McAloon		Develop & submit a Council wide DAF application to DWP for 2010/11		30 Sep 2010	No
						Provide information to Council departments in relation to ERDF & Jessica funding streams		30 Sep 2010	No
						Re-profile WDEP for year 3 activity and submit NOC to ESEP for approval		31 Jul 2010	No

1-Risk Assessment
 1.2-Regenerating & Growing Our Local Economy
 (ii)-Regenerate in a properly planned, co-ordinated, inclusive and sustainable manner


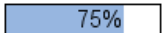

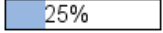
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
AIP09 Develop a local economic strategy for the West Dunbartonshire area		<input type="text" value="0%"/>	31 Dec 2010	Jim McAloon		Desk top review of existing activity and collation of core data		15 Oct 2010	No
						Formation of core group		15 Sep 2010	No
						Strategy considered for approval by Council		30 Dec 2010	No
						Strategy		31 Oct 2010	No


						development workshop for key partners			
AIP10 Develop robust plans to deliver development activity in key areas including place, people, businesses, partnership		<input type="text" value="0%"/>	31 Mar 2011	Jim McAloon		Develop plans for approval by key partners and the Council		28 Mar 2011	No
						Establish partnership forums for the four key areas from broad stakeholder groups		31 Dec 2010	No
						Scope activity / resource requirements		31 Jan 2011	No
H/FP/01/SP10-14 Contribute to preparation of GCV Strategic Development Plan and commence participation in WD Local Development Plan		<input type="text" value="25%"/>	31 Mar 2011	Jim McAloon		Contribute to preparation of SDP Main Issues Report		30 Sep 2010	No
						Contribute to preparation of SDP Proposed Plan		31 Mar 2011	No
						Have discussed potential LDP main issues with all Key Agencies and Community Councils		31 Mar 2011	No
						Prepare detailed programme for preparation of LDP Main Issues Report		31 May 2010	Yes


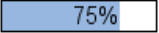
1-Risk Assessment
 1.2-Regenerating & Growing Our Local Economy
 (iii)-Attract and support the development of new and emerging businesses and support the sustainability of existing businesses

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/ED/01/SP10-14 Develop an Economic Strategy for the CVCPP		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #0070c0; width: 33%;"></div></div>	31 Mar 2011	Kevin Neeson	A working Group has been established and met. A project template has been developed and circulated to partners for completion. The next partnership meeting has been arranged for 22/06/10.	Desk top review of all existing strategies and reports since 2008		31 Aug 2010	No
						Draft strategy circulated		31 Jan 2011	No
						Formation of working group		01 Apr 2010	Yes
						Scope out existing economic development activity across the partnership		30 Jun 2010	Yes
						Strategy approved by CVCPP		31 Mar 2011	No
						Strategy Development Workshop programme for partners		30 Sep 2010	No
H/ED/02/SP10-14 Examine current business model for supporting businesses		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #0070c0; width: 0%;"></div></div>	31 Mar 2011	Kevin Neeson	We are currently developing monitoring processes and updating our customer feedback questionnaire.	Contribute & agree SDA for Skills Development Scotland		31 Mar 2011	No
						Develop SLA for Chamber of Commerce		31 Aug 2010	No
						Obtain feedback from clients through customer feedback questionnaire & analyse results		31 Oct 2010	No


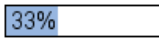
1-Risk Assessment
1.3-An Improving Council



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
BVIP/003/10-11 Develop key corporate performance indicators for 2010/11			31 Oct 2010	Lorraine Coyne	Action progressing to plan	Consult with departments on any amendments to measures used for 2009/10	Departments consulted during May 2010	31 May 2010	Yes
						Develop proposals for 2010/11 measures for consideration by CMT	Proposed measures reported to CMT on 1 June 2010	30 Jun 2010	Yes
						Incorporate any further changes and report final agreed set of measures to Council		31 Oct 2010	No
						Submit proposed measures to Council, asking for comments	Report on Agenda for Council meeting on 30 June 2010	30 Jun 2010	Yes
BVIP/005/10-11 Implement Phase 1 of PSIF			31 Mar 2011	David McMillan	All PSIF strategic self evaluations are completed with the exception of corporate services which is nearing completion	All strategic PSIF improvement plans to be agreed at relevant committee	Reports will be submitted to committee after the summer recess. The Corporate Services improvement plan is in preparation	30 Sep 2010	No
						Complete strategic reviews with the exception of the CPP which will commence in December 2010			Yes
						Evaluate Phase 1 strategic reviews	This will be completed once all strategic improvement plans have	30 Sep 2010	No

							been agreed at relevant service committees		
							Provide support for common areas for improvement from Improvement Plans	30 Nov 2010	No
CED/CP/011/10-14 Manage the delivery of new community engagement services for WDCPP		<input data-bbox="465 869 622 906" type="text" value="11%"/>	31 Oct 2011	Peter Barry	On target		complete OJEU European tendering process and secure approval from Tendering Committee	26 May 2010	Yes
							Develop and implement learning programme for community forum members	31 Mar 2011	No
							Develop and support delivery of community engagement plan	31 Mar 2011	No
							Evaluate effectiveness of partner engagement and community forums using VOICE	30 Jun 2011	No
							Extend membership of community forums	30 Jun 2011	No
							Manage interface between different community engagement structures	30 Jun 2011	No
							Provide administrative support for community forums	31 Aug 2010	No
							Support coordination of CPP partner engagement	31 Dec 2010	No




						Support CPP partner agencies and community forums to feedback to wider community		31 Mar 2011	No
CED/PU/015/10-14 Co-ordinate the Best Value Improvement Plan Community Engagement Workstream			31 Mar 2011	Peter Barry	Progressing as expected	Meeting and preparatory work		09 Apr 2010	Yes
						Meeting and preparatory work		07 May 2010	Yes
						Meeting and preparatory work		04 Jun 2010	Yes
						Meeting and preparatory work		31 Aug 2010	No

2-Corporate Assessment
 2.1-Vision & Strategic Direction
 (i)-Improve member / officer relations



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
BVIP/002/10-11 Implement and facilitate peer and external support arrangements for Elected Members and senior managers			30 Sep 2010	Lorraine Coyne	Arrangements agreed with IS for specific development sessions & development of Business Day programme (content) underway to support Elected Members. External coaching support implemented for senior managers via leadership development programme and peer support for the CMT implemented through individual arrangements and team development sessions.	Arrange a development day for the Administration and the CMT	A development day to strengthen member / officer relationships	30 Sep 2010	No
						Develop and implement business day programme for Members	Timetable of business days agreed and programme being developed. The first session on 3yr financial planning took place on 15 June	31 Jul 2010	No
						Develop arrangements for Critical Friend support for the I&EE	The President of Cosla has agreed to chair a twice yearly meeting between the WDC Leader and Chief Executive and the peer support group Council Leaders and Chief Executives	30 Sep 2010	No
						Formalise arrangements with IS for Leader's peer support		30 Jun 2010	Yes
						Formalise arrangements with IS for Members' peer support	A development day to provide peer support between the administrations of West Dunbartonshire, Renfrewshire and West Lothian Council's to be arranged	31 Aug 2010	No
						Implement coaching support within leadership	External coaching support for senior managers commenced mid June as	30 Jun 2010	Yes

						development programme for senior managers	part of leadership development programme.		
CED/PU/156/10-14 Oversee and facilitate peer and external support arrangements for the BV improvement Plan		<input type="text" value="11%"/>	31 Mar 2011	David McMillan	Follow up letters have been sent to the Leaders of other Local Authorities and the President of COSLA	Arrange Critical Friend Support with President of COSLA		31 Aug 2010	No
						Organise Administration/CMT development session		31 Aug 2010	No
						Organise Peer support sessions between WDC Leader and Leaders of other Authorities		31 Aug 2010	No
						Organise Peer support sessions with administrations of other Authorities		31 Aug 2010	No
						Write to Elected members in other authorities who have offered assistance		31 May 2010	Yes
CED/PU/171/10-14 Evaluate effectiveness of Improvement & Efficiency Executive and implement areas requiring improvement		<input type="text" value="0%"/>	31 Mar 2011	David McMillan		A review of the I&EE will be undertaken by 31 March 2011 to assess if the new quarterly timetabling is effective		31 Mar 2011	No


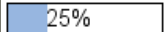
2-Corporate Assessment
 2.1-Vision & Strategic Direction
 (ii)-Improve strategic leadership

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
AIP02 Drive the strategic intent and direction based on Council's vision and financial challenges		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">20%</div>	31 Oct 2010	Lorraine Coyne		Complete public consultation		30 Sep 2010	No
						Complete staff consultation process		31 Aug 2010	No
						Develop framework and plan for budget consultation process		31 Jul 2010	Yes
						Evaluate outcomes from process		30 Sep 2010	No
						Incorporate consultation outcomes into budget options process		31 Oct 2010	No
AIP04 Implement leadership and management development strategy		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: white; display: flex; align-items: center; justify-content: center;">0%</div>	31 Mar 2011	Tricia O'Neill		Cascade to Progressive Leadership programme & SMN		30 Sep 2010	No
						Draft strategy		31 Aug 2010	No
						Evaluate impact of leadership development and report to CMT		31 Mar 2011	No
						Evaluate staff perception of leadership through targeted pulse survey		31 Dec 2010	No
AIP05 Implement annual performance and development		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: white; display: flex; align-items: center; justify-content: center;">0%</div>	30 Jun 2011	David McMillan		Agree performance objectives for CMT		30 Jun 2010	No
						Assess performance		31 Mar 2011	No


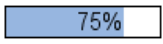
cycle for CMT						achievement for CMT members			
						Report on individual performance of CMT to Committee		28 Jun 2011	No
						Undertake review of progress against objectives		30 Oct 2010	No
AIP06 Monitor operational effectiveness and performance in delivering best value		<input type="text" value="0%"/>	30 Nov 2010	Lorraine Coyne		Develop and implement revisions to monitoring and reporting framework for BVIP		30 Sep 2010	No
						Develop role pf Challenge Panels		30 Oct 2010	No
						Implement pilot exercise		30 Nov 2010	No
AIP08 Develop a Consultation Plan to involve all Elected Members, staff and stakeholders in a review of the mission, vision and values		<input type="text" value="0%"/>	30 Jun 2011	Lorraine Coyne		Consider results of consultation in formulating the vision, values and mission statements		31 Dec 2010	No
						Determine appropriate consultation methodology		30 Nov 2010	No
						Determine list of all stakeholders to be consulted		31 Oct 2010	No
CA/WDC/2402/007 Review of Strategic Leadership and Decision Making Processes - Business Days		<input type="text" value="42%"/>	31 Mar 2011	David McMillan	Progressing as planned	Issue notification to members of Business days for 2010/11		31 Mar 2010	Yes
						Review Operation of Business day Model -		25 Mar 2011	No
						Run Business Day 14/4/10 - Covering the review of strategic priorities		14 Apr 2010	Yes

						and marketing WD as a place to live, work and visit			
						Run Business day 15/9/10 - Topic TBC		15 Sep 2010	No
						Run Business Day 16/6/10 - Topic Financial Situation		16 Jun 2010	Yes
						Run Business day 17/11/10 - Topic TBC		17 Nov 2010	No
						Run Business day Feb 2011 - Topic and date TBC		28 Feb 2011	No
CED/PU/116/10-14 Present analyses of key emerging issues to the CE, CMT and elected members to assist in establishing priorities and targets to support the Councils strategic objectives.		<input type="text" value="0%"/>	31 Mar 2011	Lorraine Coyne	CMT and elected members briefed on latest population forecasts and unemployment levels.	Provide regular briefing and reports throughout the course of the year		31 Mar 2011	No
CED/PU/154/10-14 Undertake a review of the current 8 strategic priorities and implement new arrangements for monitoring		<input type="text" value="25%"/>	31 Mar 2011	David McMillan	Strategic Priorities for 2010/11 agreed by Council on 30 June	Consult Members and Senior Managers on the Strategic priorities 2010/11		31 May 2010	Yes
						Develop monitoring arrangements for the Strategic Priorities		31 Aug 2010	No
						Report progress to SLG on a Quarterly (?)basis		31 Oct 2010	No
						Report to Council on suggested priority areas		30 Jun 2010	Yes




2-Corporate Assessment
 2.1-Vision & Strategic Direction
 (iii)-Improve the SOA process

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/CP/001/10-14 Oversee the development, monitoring and reporting of the SOA			31 Mar 2011	Lorraine Coyne	progressing well and on target	approve six thematic group performance management reports relating to CPP programmes	work begins in November	31 Mar 2011	No
						approve six thematic group performance management reports relating to CPP programmes	awaiting final reports from thematic groups	25 Oct 2010	No
						approve six thematic group performance management reports relating to CPP programmes	six thematic group reports submitted to Exec Group and Strategic Board for scrutiny	23 Jul 2010	Yes
						Submit draft SOA report (2009/10) to Scottish Government	work underway	30 Sep 2010	No

2-Corporate Assessment
 2.1-Vision & Strategic Direction
 (iv)-Improve community planning structures and processes




Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/CP/006/10-14 Complete and oversee the implementation of the CPP Partnership Agreement			31 Mar 2011	Lorraine Coyne	comprehensive partnership agreement in place that meets with CIPFA and SOLACE standards of good governance in partnerships, development programme for its full implementation progressing on target	design development programme for wider CPP in respect of forward planning and implementing partnership agreement	progressing and nearing completion	31 Aug 2010	Yes
						draft partnership agreement in consultation with PA working group	comprehensive partnership agreement drafted meeting with CIPFA good governance standards	01 Apr 2010	Yes
						Facilitate development programme to ensure effective implementation of Partnership Agreement	progressing on target	31 Mar 2011	No
						Secure CPP approval for Partnership Agreement	CPP Strategic Board approved Partnership Agreement at its meeting in May 2010	11 May 2010	Yes


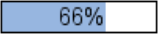

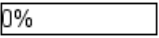
2-Corporate Assessment
 2.2-Performance Management & Improvement
 (i)-Improve the corporate planning, service and budget process

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/PU/092/10-14 Develop and implement the corporate planning process for 2011/15		<input type="text" value="0%"/>	31 Mar 2011	Colin McDougall	Work has commenced on this and progress is on track.	Agree any changes to corporate themes, priorities, objectives, PIs, and targets		31 Aug 2010	No
						Produce revised Corporate Plan 2011/15		31 Mar 2011	No
						Set up Corporate Plan 2011/15 scorecard in Covalent		31 Mar 2011	No
CED/PU/093/10-14 Co-ordinate revision and issue of Joint Planning & Budget Guidance for 2011/15 with Finance & ICT Services		<input type="text" value="0%"/>	30 Sep 2010	Colin McDougall	Work has commenced on this and progress is on track.	Agree content of Joint Planning & Budget Guidance 2011/15 with Finance officers		27 Aug 2010	No
						Issue Joint Planning & Budget Guidance 2011/15 to Directors		31 Aug 2010	No
						Produce draft Joint Planning & Budget Guidance 2011/15 for agreement		27 Aug 2010	No
CED/PU/115/10-14 Prepare the Social and Economic Profile to assist service departs to : establish priorities and targets, identify areas for improvement thereby		<input type="text" value="0%"/>	31 Mar 2011	Lorraine Coyne	2010/11 Social and Economic Profile in Production.	Produce and distribute Quick Facts			No
						Produce population data for publication for intra/internet			No
						Publish and		30 Oct 2010	No


improving service delivery						distribute the SEP internally and externally to coincide with the joint planning and budgeting guidance being issued.			
						Research content for SEP		31 Aug 2010	No
						Write profile		30 Sep 2010	No

2-Corporate Assessment
2.2-Performance Management & Improvement
(ii)-Improve accountability to all stakeholders




Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/IA/001/10-14 Implement a systematic Audit of Covalent		<input type="text" value="0%"/>	31 Mar 2011	Lorraine Coyne	Resources will be allocated once restructuring has been completed	Carry out audit work		31 Mar 2011	No
						Design audit methodology for required work		30 Sep 2010	No
						Prepare and issue audit report		31 Mar 2011	No
CED/PU/052/10-14 Refine public performance reporting strategy including reporting at a corporate level and oversee implementation		<input type="text" value="0%"/>	31 Mar 2011	David McMillan		Undertake review		30 Sep 2010	No
CED/PU/090/10-14 Implement revised Public Performance Reporting arrangements at a corporate level for the Council		<input type="text" value="0%"/>	31 Dec 2010	Colin McDougall	Public Performance Reporting was previously carried out via the Council's newspaper. As	Distribute hard copies and publish on internet and intranet		31 Oct 2010	No
						Produce draft publication for design and print		30 Sep 2010	No


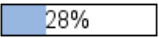
					newspaper is no longer produced, arrangements will need to be revised.	Produce template and co-ordinate Council wide data collection based on this		31 Aug 2010	No
CED/PU/091/10-14 Produce the Corporate Plan Performance Report for 2009/10 for Committee			31 Oct 2010	Colin McDougall	The Corporate Plan performance report for 2009/10 was submitted to Audit & Performance Review Committee on 9 June 2010. As Committee inquorate, it will be re-submitted to the next meeting on 8 September 2010.	Co-ordinate initial data collection		31 Jul 2010	Yes
						Identify other reporting options and re-submit year end progress report to Audit & Performance Review Committee		31 Aug 2010	No
						Produce Report and submit to Audit & Performance Review Committee	Submitted to Audit & Performance Review Committee on 9 June 2010 but Committee inquorate. Will be re-submitted to the next Committee on 8 September 2010.	30 Sep 2010	Yes
CED/PU/164/10-14 Evaluate Covalent training			31 Mar 2011	Colin McDougall	A survey of Covalent Users has been carried out. Results will be analysed and an evaluation questionnaire for training produced.	Evaluate Covalent User Survey responses		30 Sep 2010	No
						Produce evaluation questionnaire for training		31 Aug 2010	No
						Produce report for CMT		31 Mar 2011	No

2-Corporate Assessment
 2.2-Performance Management & Improvement
 (iii)-Improve risk management



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/RM/001/10-14 Review approach to strategic risk management including recommendations of the risk management review		<input type="text" value="0%"/>	31 Mar 2011	Colin McDougall	Report currently being prepared for CMT.	Develop a new policy statement and framework that reflects the International Standard (ISO 31000) for risk management.		28 Aug 2010	No
						Develop a risk management architecture that includes resources, roles and responsibilities, arrangements for training, partnerships and projects.		29 Sep 2010	No
						Review and amend the current risk management strategy.		30 Sep 2010	No
						Review and refresh current protocols for the councils risk methodology.		29 Sep 2010	No


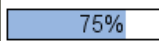

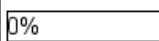
2-Corporate Assessment
 2.2-Performance Management & Improvement
 (iv)-Improve performance and quality

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/PU/062/10-14 Co-ordinate and prepare reports on progress of the Best Value Improvement Plan		<input type="text" value="0%"/>	31 Mar 2011	Lorraine Coyne		Prepare report to Improvement & Efficiency Executive - December 2010		31 Dec 2010	No
						Prepare report to Improvement & Efficiency Executive - March 2011		31 Mar 2011	No
						Prepare report to Improvement & Efficiency Executive - September 2010		30 Sep 2010	No
CED/PU/063/10-14 Review progress of continuous improvement against BV2 criteria		<input type="text" value="0%"/>	31 Mar 2011	Lorraine Coyne	Phase 1 PSIF strategic reviews nearing completion evaluation will commence on time	Evaluate phase 1 strategic reviews	Phase 1 evaluation of strategic reviews in progress		No
						Evaluate phase 2 service reviews			No
CED/PU/100/10-14 Implement PSIF across all Council services		<input type="text" value="40%"/>	31 Mar 2011	Lorraine Coyne	Timeline for services agreed to commence in September 2010	Appoint new team to progress roll out			Yes
						Develop a PSIF programme for services in 2010/11	Programme part of CI strategy	31 May 2010	Yes
						Develop improvement communication plan	In progress	31 Oct 2010	No
						Develop Learning and Development Plan for PSIF training to roll out to services	In progress	30 Nov 2010	No


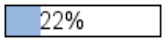
						Develop process and forum to quality assure and peer review PSIF assessments and improvement plans	Agreement signed with Improvement service to take part in peer review internal process being developed	31 Dec 2010	No
CED/PU/174/10-14 Evaluate strategic PSIF reviews and implement improvements to the self assessment process			31 Oct 2010	Lorraine Coyne	Evaluations will be completed once all Departments have reported to respective committees	Build evaluation results into the phase 2 PSIF service review process	Lessons learned been built into service review process		Yes
						Develop an evaluation report of all strategic PSIF reviews		30 Sep 2010	No
						Evaluate CED review process			No
						Evaluate CMT review process		31 Oct 2010	No
						Evaluate Corporate services review process		03 Oct 2010	No
						Evaluate HEEDS review process		03 Oct 2010	No
						Evaluate SW&H review process with the Improvement service	Review completed by SWIA and the improvement service very successful		Yes


2-Corporate Assessment
 2.2-Performance Management & Improvement
 (v)-Promote continuous improvement



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/PU/058/10-14 Develop Phase 2 programme of competitiveness reviews of selected services		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">50%</div>	31 Mar 2011	Lorraine Coyne	All 21 reports reviewed, await committee decisions to allow progression of phase 2	Oversee and review production of five Committee reports to May Committee Meetings	All reports reviewed and feedback provided	30 Apr 2010	No
						Produce draft Plan for phase 2 of competitiveness reviews 2010/11	Await committee decisions. However initial 21 service areas would be subject to an appraisal if they cannot prove competitiveness which is part of the Continuous Improvement Strategy	26 May 2010	Yes
CED/PU/060/10-14 Deliver Phase 2 of benchmarking training - support and guidance for departments		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">20%</div>	31 Mar 2011	Sandra Brysland	Currently augmenting toolkit to include more details on cost benchmarking	Design training programme - concentrating on the 21 priority services	Draft training programme designed and submitted to competitiveness group on the 30th July 2010	30 Jun 2010	No
						Launch at Senior Managers Network	Will commence in November 2010 once toolkit has been considered and approved by committee	31 May 2010	No
						Lead on national review of toolkit with SOLACE and Improvement Service	Timescale dependant on SOLACE and Improvement Service Project plan timeline	31 Aug 2010	No
						Present toolkit to October 2010 committee for approval and comment		02 Dec 2010	No

						Present toolkit to strategic leadership group for approval in June 2010	Toolkit submitted to the group in July 2010		Yes
CED/PU/099/10-14 Implement and monitor the Continuous Improvement Strategy (including the four Cs - compete, consult, challenge, and compare)			31 Mar 2011	Lorraine Coyne	Updated strategy submitted to CMT in July 2010	Agree Continuous Improvement strategy with the CMT	Submitted to CMT early July 2010 consulted individual Directors and HOS	30 Aug 2010	Yes
						Agree the strategy with Elected Members at committee		31 Aug 2010	No
						Develop draft strategy and consult with appropriate staff	Consulted Directors and HOS scheduled for C&EG committee in August 2010		Yes
						Develop programme of reviews covering elements of the 4c's	Draft programme developed		Yes
CED/PU/118/10-14 Develop a programme for options appraisal, a training programme and guidance			31 Mar 2011	Lorraine Coyne	This work is in progress	Build option appraisal into committee reporting process			No
						Develop option appraisal toolkit as follow on from the benchmarking guidance and incorporate into procurement strategy	In progress	31 Aug 2010	No
						Provide training for option appraisal		31 Dec 2010	No

2-Corporate Assessment
 2.2-Performance Management & Improvement
 (vi)-Improve organisational culture



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
BVIP/013/10-11 Redesign, develop and re-launch Intranet as a West Dunbartonshire portal with information for staff and partners			31 Dec 2010	Patricia Marshall	The web content management system used by WDC is called Easysite. Easysite consultants were invited on-site (Wednesday 16 June & Thursday 17 June) to discuss how the system could be customised/configured for use within WDC. These sessions were attended by Corporate Communications, Internal Audit & ICT.	Agree implementation method following a comparison of current Intranet technology and functionality against the collated design and business requirements.		30 Jun 2010	Yes
						Agree implementation phases with supplier and amend milestone targets where required.		31 Aug 2010	No
						Collate issues and requirements and submit to current provider		04 Jun 2010	Yes
						Cost and procure 3rd party services, as required		13 Aug 2010	No
						Deliver integration between Councils Intranet and Intellect Workforce Management staff portal	This milestone is dependant on separate HR project to install, test and roll out staff portal	30 Nov 2010	No
						Deliver redesigned intranet (including design, development, test and training)		29 Oct 2010	No

						Deliver security functionality to manage permissions and access to restricted information, systems and data for both staff and partner organisations		08 Oct 2010	No
						Establish information management roles and procedures and deliver appropriate training programmes		30 Nov 2010	No
						Market and launch new intranet		10 Dec 2010	No
CS/HROD/043/IP2 Establish a corporate behaviour and values framework for all managers and staff		40%	31 Mar 2011	Tricia O'Neill	Group role and behaviours defined for key leadership groups and agreed June. Leadership values for senior managers developed and incorporated within leadership development programme. Development of detailed individual behaviours for all staff in progress as part of PDP framework development.	Communicate to all managers via SMN.		31 Jul 2010	No
						Complete pulse survey to evaluate change in management practice and behaviours.		31 Dec 2010	No
						Draft key behaviour and values framework	Leadership group behaviours defined; development of individual behaviours in progress.	28 Feb 2010	Yes
						Implement competency framework for all staff.		30 Sep 2010	No
						Initiate testing group; agree final version	Leadership group behaviours tested within strategic leadership workstream; Elected Member consultation directed through I&EE. Final version agreed at	28 Feb 2010	Yes

							workstream meeting in June.		
CS/HROD/045/IP2 Implement revised performance and personal development framework		<input type="text" value="20%"/>	31 Mar 2011	Tricia O'Neill	Project officer assigned to undertake development and implementation of framework over the next 3 months.	Agree revised framework at CEGC.		31 Aug 2010	No
						Communicate on revised framework through SMN.		30 Sep 2010	No
						Draft framework and procedure.	Initial draft of revised policy, procedure, and competency framework complete. Project plan developed for implementation of framework and project officer assigned.	30 Apr 2010	Yes
						Evaluate implementation and effectiveness of framework; report to CMT		31 Jan 2011	No
						Implement supporting development programme for all staff.		30 Sep 2010	No
CS/HROD/057/IP2 Identify leadership skills and behaviours and associated development programme to support strategic leadership and culture change		<input type="text" value="80%"/>	31 Mar 2011	Tricia O'Neill	Leadership Development programme now underway; workshop programme (5 modules), assignment work, and external coaching all implemented for senior managers. Key leadership skills defined and integrated through programme	Define skills and behaviours required to lead and support cultural change	Key skills and attributes defined and integrate within leadership development programme.	15 Dec 2009	Yes
						Development of programme to support development of required skills and behaviours	Programme development complete.	31 Jan 2010	Yes
						Launch of strategic leadership development programme	Leadership development programme launched 1st April	01 Apr 2010	Yes
						Programme in place to model and share	Programme incorporates 4 mixed cohorts & group	01 Apr 2010	Yes



					content.	good practice across the council	development and coaching integrated within programme.		
						Review of effectiveness of programme in supporting culture change	First evaluation to be issued end of June.	29 Oct 2010	No

2-Corporate Assessment
2.3-Use of Resources - Finance

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
BVIP/006/10-11 Review Long Term Financial Strategy 2010-14 in accordance with the agreed framework		<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; height: 10px;"></div></div> 100%	30 Jun 2010	Joyce White		Review strategy following council tax setting 28/1/10	Updated and reported to Strategic Finance working group April 2010 - to be reviewed by SFWG every 3 months thereafter	30 Jun 2010	Yes
BVIP/007/10-11 Continue to develop the 10 year Financial Strategy		<div style="width: 55%;"><div style="width: 55%; background-color: #4F81BD; height: 10px;"></div></div> 55%	31 Mar 2011	Joyce White		complete revenue income optimisation project and report findings to SFWG		30 Sep 2010	No
						deliver training and information to members through the strategic finance working group on strategic financial issues		31 Mar 2011	Yes
						develop financial planning process through new commissioning strategies		30 Nov 2010	No
						develop framework to assist in the monitoring of saving option	Reports will be presented to Council as part of the normal reporting mechanisms on a monthly	31 Aug 2010	Yes

					targets within the budget process	basis		
					develop framework to assist in the setting, measuring and realisation of efficiency targets into the budget process		31 Aug 2010	No
					further develop linkages between budget planning, service planning and workforce planning		31 Dec 2010	No
					preparation of a report to the CMT of an outline approach to commissioning strategies	Report being considered by the CMT and it is anticipated that this will be presented to the August Council	30 Jun 2010	Yes
					review budget process and budget timetable for 2011/12 and thereafter	report due to SFWG in June 10	30 Jun 2010	Yes
					set up finance sub group to complete work to advise SFWG		30 Jun 2010	Yes


2-Corporate Assessment
2.4-Use of Resources - Assets






Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
AIP11 Develop a corporate assessment management strategy - phase 1		<div style="width: 25%;"><div style="width: 25%; background-color: #0070C0; height: 10px;"></div></div> 25%	31 Oct 2010	Elaine Melrose		Desk top review of existing activity and collation of core data	Work commenced mid July. Property assets identified and sources of key information established.	01 Sep 2010	No
						Formation of core group		15 Jul 2010	Yes
						Phase 1 strategy considered by Council		30 Oct 2010	No
						Strategy development workshop for key partners		15 Sep 2010	No
E/10-14SP/SE/01 Make further progress towards implementation of the strategic plan for the regeneration of the remaining schools in the estate		<div style="width: 35%;"><div style="width: 35%; background-color: #0070C0; height: 10px;"></div></div> 35%	31 Dec 2014	David Clarke	There is significant progress in building the new schools. Handover of 3 secondaries (PPP) and 2 primaries (Traditional procurement) is due in summer 2009 and 1 primary (PPP) is due in October 2010.	Brock Bowling Green: Agree lease conditions so that the tendering processing can continue to build the new facility.	Lease agreed with Brock Bowling Green on 15 June 2010.	30 Jun 2010	Yes
						Brock Bowling Green: Complete construction of new bowling green.		30 Sep 2011	No
						Brock Bowling Green: Re-locate to the new facility.		31 Oct 2011	No
						Brock Bowling Green: Start construction of new bowling green.		01 Feb 2011	No
						Handover of pitches		14 Sep 2010	No

						at St Peter the Apostle High School			
						Increase in school occupancy levels - 3 secondary schools included in the Public Private Partnership (PPP) project.		01 Aug 2009	Yes
						New Build Dumbarton Academy: Appoint Contractor.		01 May 2011	No
						New Build Dumbarton Academy: Completion of construction Phase 1 (new building handover)	Expected delivery of school June 2013	01 Aug 2012	No
						New Build Dumbarton Academy: Completion of construction phase 2 (demolition and externals).		01 Mar 2013	No
						New Build Dumbarton Academy: Completion of designs.		01 Oct 2010	No
						New Build Dumbarton Academy: Development of funding package.	Limited funding offer made by Scottish Government	28 Sep 2009	Yes
						New Build Dumbarton Academy: Identification of appropriate site.	The preferred site will be the existing site on Crosslet Road.	31 Dec 2008	Yes

						New Build Dumbarton Academy: Meeting with Cabinet Secretary to discuss possible funding.		09 Aug 2008	Yes
						New Build Dumbarton Academy: Obtain planning permission.		31 Mar 2011	No
						New Build Dumbarton Academy: Obtain Tendering Committee approval.		30 Apr 2011	No
						New Build Dumbarton Academy: Procure and appoint design team.		30 Sep 2010	No
						New Build Dumbarton Academy: Selection of most economically advantageous tender.		31 Mar 2011	No
						New Build Dumbarton Academy: Start construction phase of new Dumbarton Academy.		31 May 2011	No
						Non-PPP primary projects (Goldenhill & Bonhill): Appointment of contractor.	Approved at Tendering Committee on 13/05/2009. Site start middle of June 2009.	31 Mar 2009	Yes
						Non-PPP primary projects (Goldenhill	Site commencement was 6 July for both schools.	30 Jun 2009	Yes

						& Bonhill): Commencement of construction.			
						Non-PPP primary projects (Goldenhill & Bonhill): Completion of designs.	Complete.	31 Mar 2009	Yes
						Non-PPP primary projects (Goldenhill & Bonhill): Delivery of schools.		01 Aug 2010	No
						Non-PPP primary projects (Goldenhill & Bonhill): Tender re-issue.		30 Nov 2008	Yes
						Phase 2 of schools regeneration: Commencement of public consultation.		30 Sep 2008	Yes
						Phase 2 of schools regeneration: Completion of public consultation.	Completed June 2009.	31 Aug 2009	Yes
						Phase 2 of schools regeneration: Development of consultation strategy.		01 Sep 2008	Yes
						Phase 2 of schools regeneration: Establishment of Member/Officer/Public working group.		01 May 2008	Yes
						Phase 2 of schools regeneration: Report to council on Phase 2.		31 Oct 2009	Yes
						PPP project completion - 1 primary & 1 Early		07 Nov 2010	No

						Education and Childcare Centre (EECC).			
H/PM/01/SP10-14 Implement energy saving projects to assist in meeting the carbon reduction target		<input type="text" value="0%"/>	31 Mar 2011	John McKerracher		identify and report on alternative project funding sources		24 Aug 2010	No
						progress energy reduction projects		24 Mar 2011	No

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