

## Appendix 3



# Assurance and Improvement Plan Update for 2011/12 – Scorecard Report





Generated on: 21 June 2011

1-Outcome Areas  
 1.1-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
RBP/11-12/005 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 style="border: 1px solid black; width: 50px; height: 15px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">40%</div>	31-Mar-2012	Lorraine Coyne	A progress report was submitted to CPP Executive Board on 18th April 2011.	Align and merge ex-CHCP Community Work team with ex-ELL Community Development team, to create single community development team within CL&D	Transfer progressing to plan.	30-Jun-2011	No
						Commence new two year European and CPP funded employability programme based on new service delivery models including developing increased coordination and single entry system between 2011 and		31-Mar-2012	No

						2013			
						Develop strategic vision for the coordinated and joined up delivery by all relevant service areas	The strategic vision behind the service transfers have been described in a comprehensive paper that has now been approved by the CPP and Community Participation Committee.	30-May-2011	Yes
						Manage initial transfer of staff and budgets to CED	Transfer of all 3 services and budgets now complete.	30-Apr-2011	Yes
						Review current structure, strategic and operational priorities, budgets, and barriers and enablers within each individual service area with a view to preparing for more aligned collaborative working arrangements with other transferred service areas	Progressing to plan.	30-Jun-2011	No

1-Outcome Areas  
 1.1-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
H/2011/ED/01 Develop successful partnership models to enable the delivery of key regeneration sites		<input type="text" value="0%"/>	31-Mar-2012	Jim McAloon	Part of Economic Development Strategy Action Plan to enable progress on major development sites.	Agree Developers Protocol		31-Aug-2011	No
						Establish formal working group/regular liaison meetings for all key sites		30-Jun-2011	No
H/2011/ED/04 Prepare an Infrastructure Investment Plan		<input type="text" value="0%"/>	31-Mar-2012	Jim McAloon	Part of Economic Development Strategy Action Plan to enable delivery of major development sites.	Complete research and baseline work		30-Sep-2011	No
						Establish a working group		31-Jul-2011	No
						Prepare draft plan		30-Nov-2011	No
						Report to HEED Committee for approval		01-Mar-2012	No
H/2011/ED/12 Investigate the feasibility of new industries as key growth sectors for West Dunbartonshire		<input type="text" value="0%"/>	31-Mar-2012	Jim McAloon	This has been identified as an action through the Economic Development Strategy. A working group will be established in the near future.	Conduct feasibility review of new industries as key growth sectors		29-Feb-2012	No
						Establish working group		31-Aug-2011	No
						Report results and develop action plan		31-Mar-2012	No
H/2011/ED/18 Establish the West Dunbartonshire Business and Employment Task Force		<input type="text" value="0%"/>	31-Mar-2012	Elaine Melrose	The West Dunbartonshire Business and Employment Task Force will engage key partners at the	Consider public relations and communication strategy to support the aims of the Task Force		30-Sep-2011	No

					highest level across all sectors to promote/secure commitment and investment to able economic growth.	Design performance management framework to track progress		31-Oct-2011	No
						Develop proposals and brief for Task Force		31-Jul-2011	No
						Engage with identified individuals from business, government agencies, 3rd sector, Scottish Government etc to secure commitment from key players		31-Aug-2011	No
						Establish proposed governance arrangements and research core data requirements to support task force		31-Jul-2011	No
						Facilitate task force activity to enable delivery of priority actions once established		31-Mar-2012	No
						Launch Task Force		30-Sep-2011	No



1-Outcome Areas


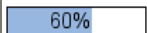
1.1-Regenerating & Growing Our Local Economy

(iii)-Attract and support the development of new and emerging businesses and support the sustainability of existing businesses




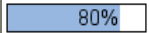
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/2011/ED/08 Review Dumbarton & Alexandria Town Centre Masterplans		<input type="text" value="0%"/>	31-Mar-2012	Jim McAloon	Both Masterplans were produced 2008 at economic downturn. Economic opportunities now require to be reviewed.	Prepare review report with key recommendations		31-Aug-2011	No
						Undertake desk-based review and research best practice		31-Jul-2011	No
H/2011/ED/10 Develop strategic marketing campaign that promote West Dunbartonshire for tourism and business investment		<input type="text" value="0%"/>	31-Mar-2012	Jim McAloon	This action is linked to the Economic Development Strategy Action Plan. A working group is currently being established.	Develop draft marketing campaign		31-Oct-2011	No
						Establish Strategic Working Group		31-Aug-2011	No
						Implement marketing campaign		31-Mar-2012	No

1-Outcome Areas  
1.2-Affordable and Sustainable Housing



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/2011/HS/05 Complete our Local Housing Strategy and submit to the Scottish Government		<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 16%; background-color: #4f81bd;"></div></div> 16%	30-Nov-2012	Helen Turley	Housing Issues Paper has been widely circulated and consultation events are taking place in June. First stage of consultation will end on the 15th July.	Agree and circulate a Housing Issues Paper to commence consultation on the LHS	Complete.	31-May-2011	Yes
						Carry out 2nd stage consultation on LHS		31-Oct-2011	No
						Carry out First Stage Consultation		15-Jul-2011	No
						Distribute Draft LHS to inform second stage consultation		30-Sep-2011	No
						Report LHS to HEED Committee for approval		09-Nov-2011	No
						Submit West Dunbartonshire's Local Housing Strategy to the Scottish Government		30-Nov-2011	No
H/2011/HS/21 Progress activity to implement Standard Delivery Plan for Housing		<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 0%; background-color: #4f81bd;"></div></div> 0%	31-Mar-2012	Helen Turley	Progress of the milestones attached to this action is monitored, in detail, through the Housing & Community Safety Operational Plan.	Agree and implement 3 year rolling Capital Programme 2012-2015		30-Nov-2011	No
						Augment contingency proposals to reflect outcomes of discussions with partners		30-Nov-2011	No




						Consult with Scottish Government officials and Scottish Housing Regulator with regard to contingency proposals		30-Sep-2011	No
						Develop Contingency Plan and retention model options (Plan B)		31-Aug-2011	No
						Facilitate transfer of up to 45% of stock to ballot stage		31-Mar-2012	No
						Secure support for contingency plan through Scottish Housing Regulator		31-Dec-2011	No
Homeless 2.5.2. Establish a model to determine the requirements for temporary accommodation provision to meet current and future need in West Dunbartonshire			30-Jun-2011	Helen Turley	Arneil Johnstone have been commissioned to develop such a model, SG not fit for purpose.	Initial Meeting held with Scottish Government	Complete.		Yes
						Model produced as part of temporary accommodation strategy	Complete.	30-Jun-2009	Yes
						Temporary Accommodation Strategy produced	New action temp accommodation strategy to be produced.	30-Jun-2011	No


1-Outcome Areas  
1.3-An Improving Council

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/CM/003 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.			31-Mar-2012	Lorraine Coyne	Milestones will be reviewed once a project plan is provided by the contractors.	Hold a scoping meeting with contractor's Innovation Digital to determine the priorities for the new website	Complete.	12-Apr-2011	Yes
						Launch the new internet site		20-Dec-2011	No
CED/11-15/RP/002 Develop key corporate performance indicators for 2011/12 and subsequent years			31-Mar-2012	Lorraine Coyne	The key corporate performance indicators for 2011/12 were approved at the Council meeting on 30 March 2011.	Circulate proposed measures to CMT for consideration	Details of measures passed to CMT for their consideration.	30-Apr-2011	Yes
						Consult with departments on any changes to measures used for 2010/11	Departments contacted and proposed amendments provided by 18 February 2011.	30-Apr-2011	Yes
						Initiate 2012/13 process in view of actual experience of revised measures	Process scheduled to take place during last quarter of 2011/12.	31-Mar-2012	No
						Submit proposed measures to Audit & Performance Review Committee for comment	A report on the proposed KCPIs for 2011/12 was submitted to the Audit & Performance Review Committee on 16 March 2011.	30-Apr-2011	Yes
						Submit proposed measures to Council for approval	Complete.	30-Apr-2011	Yes





CED/11-15/RP/036 Ensure Elected Members are fully briefed about developments in Clyde Valley Shared Services		<input type="text" value="0%"/>	31-Mar-2012	Lorraine Coyne	On track.	Develop a Business Day session for Elected Members relating to the work of the Clyde Valley Shared Services to ensure Members are able to make informed decisions on the way forward		31-Mar-2012	No
						Present Detailed Business Cases to Council relating to Support Services, Waste Management, Social Transport and Health & Social Care by August 2011		31-Mar-2012	No
CS/1115/HROD/006 Continue to develop informal and formal management training programmes to improve absence levels within WDC.		<input type="text" value="25%"/>	31-Mar-2012	Tricia O'Neill	Training calendar for managers updated until December 2011. September, October & November will be dedicated to Absence Management (subject to committee approval of policy) includes briefings, in-depth behavioural training. How to manager short term / long term absence, use of Occupational health services.	Evaluate all training undertaking for year and assess absence levels		12-Mar-2012	No
						Evaluate training undertaking and measure whether absence levels have improved		30-Sep-2011	No
						Formal training programme to be developed to support new Attendance Management Policy roll out across the Council		31-Aug-2011	No
						Training programme schedule to be developed	Training programme including briefing sessions for forthcoming year has been developed. Dates may move	30-Jun-2011	Yes

							subject to date policy is implemented.		
CS/1115/HROD/014 Continue development of leadership development framework for senior managers		0%	31-Mar-2012	Tricia O'Neill	Progressive leadership programme complete. Outcomes and evaluation will inform options for phase 2 to be presented to SLG in July.	Evaluate impact of leadership development		31-Mar-2012	No
						Implement agreed programme of development		30-Sep-2011	No
						Present options to CMT on phase 2 for leadership development		31-Aug-2011	No
						Report outcomes of phase 1 evaluation	Report will be presented to July SLG.	31-Jul-2011	No
CS/1115/HROD/015 Complete full roll-out of new PDP framework across the Council		0%	31-Mar-2012	Tricia O'Neill	Roll-out plan developed and implementation will be agreed and developed through deptl business partners.	Agree roll-out plan with departments		31-Aug-2011	No
						Evaluate implementation		29-Feb-2012	No
						Implement supporting development programme		30-Sep-2011	No
						Report on outcomes to CEGC		31-Mar-2012	No
CS/1115/PSIF/004 Continue development of the workforce management system		0%	31-Mar-2012	Tricia O'Neill	A workshop has taken place with all stakeholder to establish the priorities this will now be taken forward to inform the roll-out of development. A further workshop is scheduled for 13th July to report back to the group.	Development of full manager self-service capacity across Council for absence leave etc		31-Dec-2011	No
						Development of HR Connect for absence reporting and recording for planned full roll-out across Council		31-Oct-2011	No
						Identification of key areas of HR and pay administration		31-Mar-2012	No






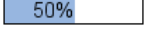
						requiring further streamlining and customising solutions to support resource management			
						Identification of linkages with other HR systems to ensure efficiencies in resource capacity and develop synergies where possible i.e. recruitment portal, workflow etc		31-Dec-2011	No
						Identification of workforce and information priorities to determine timetable of roll-out for WMS	A workshop has taken place with all stakeholder to establish the priorities this will now be taken forward to inform the roll-out of development.	30-Jun-2011	No
E/11-15/New/304 Look at the management structure of schools and the related staffing formula		<input data-bbox="555 1118 689 1150" type="text" value="0%"/>	31-Mar-2012	Laura Mason	On track.	Identify surplus primary DHTs.	On track.	30-Jun-2011	No
						Review admin/clerical and learning assistant staff to see if more efficient working practices can be developed	On track.	31-Dec-2011	No
						Review allocation of secondary teaching staff and promoted staff	On track.	31-Dec-2011	No
						Review the former Strathclyde Region model of the staffing formula	On track.	31-Dec-2011	No

						Review the primary allocation of PTs/DHTs	On track.	31-Aug-2011	No
						Staffing processes to be streamlined and implemented	On track.	13-Dec-2011	No
						Transfer two surplus primary DHTs into current vacancies	On track.	30-Sep-2011	No

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


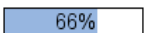


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/RP/033 Identify Member development needs in relation to building and maintaining positive relationships with each other and with officers		<input type="text" value="0%"/>	31-Dec-2011	Lorraine Coyne	The best method for assessing developing needs will be considered during the Council recess.	Complete members' assessment of their development needs		30-Sep-2011	No
						Identify new development opportunities		31-Oct-2011	No
						Implement a new Members' development programme		31-Dec-2011	No
CED/11-15/RP/034 Evaluate the success of the Members' development programme		<input type="text" value="0%"/>	31-Oct-2011	Lorraine Coyne	Questionnaire currently being developed.	Evaluate the results of the questionnaires		31-Oct-2011	No
						Issue evaluation questionnaire to all participants in the CMT/administration development sessions		30-Sep-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
AIP08 Develop a Consultation Plan to involve stakeholders in a review of the mission, vision and values			30-Jun-2012	Lorraine Coyne	This work will be completed once a new Administration is in place.	Consider results of consultation in formulating the vision, values and mission statements		30-Jun-2012	No
						Determine appropriate consultation methodology		31-Dec-2011	No
						Determine list of all stakeholders to be consulted	Complete.	31-Oct-2010	Yes
CED/11-15/HS/010 Review of strategic leadership and decision making process - business days			31-Mar-2012	Lorraine Coyne	Work to deliver this action will not commence until the second half of 2011/12.	Compare results of consultation with the results from 2011 survey and assess progress		31-Mar-2012	No
						Consult with Elected Members to assess their satisfaction with the Business Day model		31-Jan-2012	No
CED/11-15/RP/035 Embed the 4 Strategic Priorities identified by Members for 2011/12 into the Council's decision making process.			31-Mar-2012	Lorraine Coyne	On track.	Agree the development of a decision making framework in relation to key projects & initiatives	Complete.	25-May-2011	Yes
						Agree the strategic priorities for 2011/12	Complete.	25-May-2011	Yes


						Deliver workshop to evaluate relevance of strategic priorities for subsequent years		31-Mar-2012	No
						Develop a decision making framework to embed the 4 Strategic Priorities		31-Jul-2011	No

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/11-15/CP/001 Oversee the development, monitoring and reporting of the SOA 2011 - 2014			31-Mar-2012	Lorraine Coyne	Draft SOA completed with significant community consultation and involvement. New SOA meets requirements to be more streamlined, focused on fewer priorities and with reduced number of outcomes and PIs.	Ensure full community involvement in drafting of new SOA 2011 - 2014	Complete.	18-May-2011	Yes
						Get approval for draft SOA from CPP Strategic Board and Council		30-Jun-2011	No
						Manage and lead completion of draft SOA and write key narrative sections	Complete.	18-May-2011	Yes
CED/11-15/CP/004 Manage the design and implementation of Community Planning programmes that deliver SOA outcomes			31-Mar-2012	Lorraine Coyne	CPP programmes are evolved from, or based on, previous suite of programmes that ended on 31 March 2011, and are linked to the new SOA. These previous	Develop clear conditions of grant for all CPP funded initiatives to ensure delivery of relevant SOA outcomes		30-Jun-2011	No
						Ensure that performance monitoring and financial controls		31-Oct-2011	No


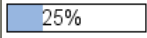
					programmes were subjected to rigorous performance monitoring and financial controls. Progress or outcomes are described in the SOA Annual Report submitted to Scottish Government in October 2010.	inform all CPP programmes			
						Review the purpose and focus of existing CPP programmes and ensure their strategic and operational fit with new SOA 2011 - 2014	Complete.	06-May-2011	Yes

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


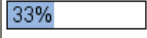
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/CP/005 Oversee the effective governance and management of Community Planning		<input type="text" value="0%"/>	31-Mar-2012	Lorraine Coyne	Significant work to establish good governance and 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.	Ensure financial controls and performance issues are fully scrutinised at thematic group meetings		31-Oct-2011	No
						Review reporting and meeting schedules for CPP Executive Group and Strategic Boards		30-Sep-2011	No
						Support the implementation of the Partnership Agreement throughout community planning structures		31-Mar-2012	No



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


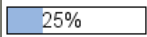
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/RP/015 Develop and implement the corporate planning process for 2012/17			31-Mar-2012	Colin McDougall	Report submitted to CMT re changes to corporate themes, priorities and objectives. Feedback awaited.	Agree any changes to corporate themes, priorities, objectives, PIs and targets	Report currently with CMT and feedback is awaited.	30-Jun-2011	No
						Produce revised Corporate Plan 2012/17		31-Mar-2012	No
						Review Corporate Plan for 2011/15 and identify opportunities to revise existing themes, priorities and objectives	Complete.	30-Apr-2011	Yes
						Set up Corporate Plan 2012/17 scorecard in Covalent		31-Mar-2012	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/11-15/RP/013 Implement revised Public Performance Reporting arrangements at a Corporate level for the Council			31-Mar-2012	Colin McDougall	Format for the PPR publication due by the end of September has been agreed.	Co-ordinate data collection with all departments		08-Aug-2011	No
						Determine format for PPR	Complete.	30-Jun-2011	Yes




						Produce and distribute hard copies to libraries, reception areas etc		31-Oct-2011	No
						Produce draft publication for design and print		12-Sep-2011	No
						Publish on WDC website		30-Sep-2011	No
						Review existing arrangements in accordance with available resources	Complete.	31-May-2011	Yes


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/11-15/RP/024 Review approach to strategic risk management			31-Mar-2012	Colin McDougall	Revitalising of the Council's risk process has now commenced.	Establish Strategic Risk Working Group and hold initial meeting		31-Jul-2011	No
						Further develop high level strategic risk themes		30-Sep-2011	No
						Provide training in enterprise risk management for staff in all Council departments	Thirteen Council officers participated in a two day training course on 6 and 7 June.	30-Jun-2011	Yes
						Refresh risk trees in Covalent for strategic, department, operational, project and partnership risk		31-Oct-2011	No


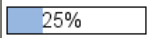


						Review and reissue the Council's risk management methodology		30-Sep-2011	No
						Review and reissue the Council's risk management policy statement		30-Sep-2011	No
						Review and reissue the Council's risk management strategy		30-Sep-2011	No
						Review the Council's strategic risks and determine key themed areas	Five high level strategic risks were identified at a session of the Strategic Leadership Group on 17 May.	31-May-2011	Yes

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


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
AIP12 Review and implement CMT PSIF Improvement Plan		<input type="text" value="5%"/>	31-Mar-2012	Keith Redpath	Milestones to be developed for improvement plan.				
AIP13 Prepare for Best Value 2 audit due in 2012/13		<input type="text" value="0%"/>	31-Mar-2012	Terry Lanagan	On track.	Monitor and review action plan		31-Mar-2012	No
						Prepare action plan		31-Dec-2011	No
						Research requirements of BV2 and consider the Council's readiness		30-Sep-2011	No
CED/1112/AIP/001 Review Continuous Improvement strategy and build in		<input type="text" value="0%"/>	31-Jul-2012	Sandra Brysland	On track.	Build consultation into CI Strategy programme(s) of		30-Jun-2012	No



characteristics of BV2						work			
						Develop an efficiency methodology and measures of success		31-Jul-2012	No
						Develop indicators to monitor and measure the impact of improvement activity		30-Apr-2012	No
						Develop programme for PSIF for 2011/12		30-Sep-2011	No
CED/1112/AIP/002 Review approach used to measure the performance against the corporate plan, associated departmental plans and improvement plans		<input data-bbox="548 917 689 949" type="text" value="0%"/>	31-Mar-2012	Sandra Brysland	Work will commence to inform the strategic planning process in 2012/13.	Develop suite of outcome based performance indicators to measure the impact of the work on communities		30-Sep-2011	No
						Review options to embed SOLACE measures into the planning process so as to compare performance against other Councils		31-Mar-2012	No
						Streamline and harmonise performance management across strategic planning process		31-Mar-2012	No

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

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/1115/HROD/016 Increase satisfaction levels across employee engagement factors			31-Mar-2012	Tricia O'Neill	Survey issued and staff focus groups scheduled for July. Draft report and results scheduled for late August	Implement 2011 employee survey	Survey issued; closing date 20/06/11.	31-May-2011	Yes
						Implement improvement plan		30-Sep-2011	No
						Issue pulse survey to gauge & evaluate impact		31-Mar-2012	No
						Report on results and outcomes to Council		30-Sep-2011	No
CS/1115/HROD/017 Continue to positively address issues influencing organisational culture			31-Mar-2012	Tricia O'Neill	SLG completed strategic assessment of progress in key change areas. Outcomes collated and evaluated and will inform next phase of the work programme.	Evaluate outcomes of change programme		31-Mar-2012	No
						Implement agreed change programme		31-Aug-2011	No
						Produce draft programme of work		31-Jul-2011	No
						Report outcomes of strategic assessment to SLG	Outcomes evaluated and draft report due to next SLG.	31-Jul-2011	No

2-Corporate Assessment  
2.3-Use of Resources - Financial Outlook

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/1115/FICT/013 Continue to develop the 10 year Financial Strategy - 2011 - 2012		<input type="text" value="0%"/>	31-Mar-2012	Stephen West	The strategy has recently been updated and is due reported to Council in June 2011. This action for revisions to the strategy will be ongoing through the budget 2012/13 process.	2011/12 & 2012/13 scrutinise information, collate corporate position & report to CMT		30-Sep-2011	No
						2013/14 & 2014/15 Gather information from departments on draft budget submissions		31-Oct-2011	No
						2013/14 & 2014/15 Scrutinise information, adjust for known agreed changes 2012/13, collate corporate position		30-Nov-2011	No
						Gather information from departments on current 2011/12 probable outturn and 2012/13 draft budget submission		31-Aug-2011	No
						Input known changes to budget submissions from special Council October & CMT management adjustments		30-Nov-2011	No
						Report draft budget book 2012/13 to members		31-Dec-2011	No
						Update 2011/12		30-Jun-2011	No


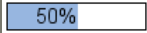




						budget for known changes due to virements & contingency fund			
						Update 2013/14 & 2014/15 position based on final budget 2012/13 & report to SFWG		30-Mar-2012	No
						Update draft budget book 2012/13 for final position agreed by Members & provide Members & departments with final budget book		30-Mar-2012	No
CS/1115/FICT/014 Review of reserves and provision policy		<input data-bbox="548 901 689 938" type="text" value="0%"/>	31-Mar-2012	Stephen West	On track.	Review current policy on types and calculation methodology for provisions		31-Dec-2011	No
						Review policy for prudential reserve target levels (HRA & General services) based upon agreed budget 2012/13		31-Mar-2012	No
						Revised provision levels based upon known information for year end accounting purposes		31-Mar-2012	No
CS/1115/PSIF/019 Review budget settings/long term financial strategy		<input data-bbox="548 1257 689 1294" type="text" value="12%"/>	31-Mar-2012	Stephen West	Currently identifying readily available information which updates burdens for demands & demographic shifts. Should also identify reductions in	Align workforce planning to the medium and longer term budget setting process.		30-Sep-2011	No
						Develop and approve a longer term capital plan -		30-Jun-2011	No


					budget demands where appropriate.	identify areas of risk and processes to mitigate/minimise			
						Develop further the link to spend to save projects (revenue/capital) and the likely (revenue/capital) budget savings going forward		30-Sep-2011	No
						Develop processes to allow the in-year budgetary monitoring to align with the future years forecasting		30-Sep-2011	No
						Develop processes to forecast changing positions forward to allow inclusion into the budget forecasting	Current burdens recently reviewed. Ongoing discussions with department to capture information to update demands/demographics which affect the overall budget.	31-Jul-2011	No
						Develop the link of budgetary planning with service planning - taking account of statutory and non statutory functions		31-Dec-2011	No
						Further link budgeting process to capital programme and the medium term effects on revenue from the project spend		30-Sep-2011	No



						Identify areas of high risk change over the short medium and long term (e.g. demographics, taxation & legislation changes)	Completed	30-Apr-2011	Yes
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2-Corporate Assessment  
2.4-Use of Resources - Financial Management


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CHCP/Q/13.06 Finalise the development of Commissioning Strategies across CHCP services			30-Mar-2012	Keith Redpath	CHCP service areas for the development of commissioning strategies have been identified and timescales for delivery are being set in advance of first set being finalised for approval.	Areas for commissioning strategies identified	Complete.	01-Jun-2011	Yes
						Timetable for completion confirmed		01-Sep-2011	No
						Two commissioning strategies presented to CHCP Committee		30-Nov-2011	No
CS/1115/FICT/016 Implement, monitor and evaluate spend to save options			31-Mar-2012	Stephen West		Identify spend to save bids for remaining capital budget and modernisation fund for CMT review	Complete.	30-Jun-2011	Yes
						Implement, monitor and evaluate outcomes on agreed spend to save projects		31-Mar-2012	No
						Options appraisals on spend to save options and report to council on recommended bids		31-Aug-2011	No
CS/1115/FICT/017 Administer financial input into Clyde Valley shared services (support services)			30-Sep-2012	Stephen West		Provide financial and staffing analysis for input into shared services model - managed by East Renfrewshire/Inverclyde	Complete.	31-May-2011	Yes



						Review output documentation to ensure accuracy of information		31-Jul-2011	No
						Review the accuracy of financial and staffing information within report to Council on recommendations on future actions		30-Sep-2011	No
CS/1115/FICT/066 Implement new corporate approach to procurement		<input type="text" value="0%"/>	31-Mar-2012	Stephen West	Work is progressing on a number of different work streams including procurement operating model, delivery of procurement savings, implementation of improvement plan from Capability Assessment and redrafting of procurement strategy.	Develop draft Procurement Strategy aligning to Procurement Capability Assessment improvement plan - for Executive Director of Corporate Services	Information for new strategy will be pulled together over the next few months as work progresses on the development of Procurement in WDC.	31-Oct-2011	No
						Generate a report to CMT identifying options for future service delivery along with recommendations as to implementation of Procurement Opportunities	Report is being pulled together and will be available for consideration by the CMT at the end of June.	30-Jun-2011	No
						Implement the restructure of the Procurement function	Structural options have been identified for consideration by the Procurement Project Board and CMT.	30-Dec-2011	No
						Present Procurement Strategy to CMT for approval	Formal sign off of strategy is required to ensure successful roll out and recognition in	30-Dec-2011	No


							Procurement Capability Assessment.		
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2-Corporate Assessment  
2.5-Use of Resources - Assets


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/1115/FICT/007 Modernise ICT service to deliver efficiencies, remove duplication and streamline IT processes and systems		<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; width: 37%; background-color: #0070c0; color: white; font-size: 8px;">37%</div></div>	30-Mar-2012	Patricia Marshall	June 2011. Server rationalisation continuing. Process reviews underway as part of service transformation identifying opportunities to reduce number of applications.	Develop securitisation funding bid for transformation of Council Services for Customer First Workstream	Complete.	24-Jun-2011	Yes
						Develop securitisation funding bid for upgrade of desktop service	Complete.	31-May-2011	Yes
						Develop securitisation funding bid to upgrade Councils core network infrastructure	Complete.	24-Jun-2011	Yes
						Implementation of ICT incident management procedures, reducing duplicate processes and increasing first time fix rates, & proceduralise repeat IT support incidents	ICT Support teams will be established as part of the ICT restructure which will be completed by July 2011.	30-Sep-2011	No
						Investigate & make recommendation on linking HR system to Active Directory	Pending HR system development plan.	30-Sep-2011	No
						Rationalise number	Continuing as	30-Mar-2012	No


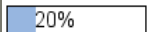
						of Unix & Wintel servers	opportunities arise with system upgrades.		
						Receptions & One Stop Shops - Implement 3 One Stop Shops in 3 geographic locations	Project underway. Technical assessment and investigation of costs underway.	23-Dec-2011	No
						Streamline IT software estate by decommission departmental Applications and Systems in favour of corporate systems	Process reviews underway as part of service transformation identifying opportunities to reduce number of applications.	30-Mar-2012	No
CS/1115/PSIF/020 Develop capital investment process		<input type="text" value="0%"/>	31-Mar-2012	Stephen West	On track.	Develop the investment option appraisal process & roll out refresher training		31-Dec-2011	No
						Develop the post-project review process & the monitoring of this by the asset management group		31-Mar-2012	No
						Develop the prioritisation of project bids departmentally & corporately by identified set of criteria agreed by all stakeholders		31-Dec-2011	No
						Further link the capital programme to recommendations/ monitoring/ review by the asset		31-Aug-2011	No


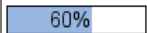
						management group - to ensure capital spend is maximised for long term benefits			
CS/PSIF/CMT/001 Develop process/system for business cases and project management of core WDC projects and conduct post evaluation of major project spend		<input type="text" value="0%"/>	31-Mar-2012	Stephen West	On track.	Develop process to evaluate and monitor major investment projects and post completion evaluation		30-Nov-2011	No
						Obtain approval of CMT regarding new processes		16-Dec-2011	No
CS/PSIF/CMT/008 Develop an approach to ensure all capital projects are evaluated based on whole life costing, and are project managed, monitored and measured over £100,000		<input type="text" value="0%"/>	31-Mar-2012	Gillian McNeilly	On track.	Discuss with budget holders and draft templates of information required for monthly & year end monitoring		31-Jul-2011	No
						Discuss with relevant staff and develop draft procedures for monitoring as part of yearend process for appropriate projects		31-Jul-2011	No
						Discuss with relevant staff and draft procedures for monitoring on a regular basis as part of the BCR process throughout year for appropriate projects		31-Jul-2011	No
						Identify 2010/11 projects over		31-Aug-2011	No

						£100k and ask departments for completed year end template			
						identify 2011/12 relevant projects and commence monthly monitoring		31-Aug-2011	No
						train appropriate departmental staff on procedures & completion of information template to allow monthly and year end monitoring		31-Jul-2011	No
H/2011/CAM/07 Research and prepare funding proposals for the Non-Operational Estates Rental Income		<input data-bbox="548 989 694 1029" type="text" value="28%"/>	31-Mar-2012	Elaine Melrose	Research has been carried out on this alternative Business Model. 12 projects have been identified which can be taken to the detailed business case stage. A briefing for Elected Members has taken place on these projects and a report will be submitted to Council on 29th June 2011 for consideration.	Identify preferred financial institution to provide debt finance to LLP		30-Sep-2011	No
						Prepare council report on all successful bids and submit to Council.		30-Jun-2011	No
						Prepare detailed business cases on selected projects for consideration by Council		31-Dec-2011	No
						Prepare funding proposals for projects for consideration as part of securitisation.	Complete.	15-Apr-2011	Yes
						Review Asset Management Strategy & associated Asset Plans on an annual basis		31-Mar-2012	No





						Set up special purpose LLP company and board to oversee and operate the vehicle which will operate the Council's Estates Portfolio on its behalf		29-Feb-2012	No
						Undertake challenge panel process on all projects	Complete.	30-Apr-2011	Yes
H/2011/CAM/09 Make further progress towards implementation of the strategic plan for the regeneration of the remaining schools in the estate		<input data-bbox="555 965 689 997" type="text" value="23%"/>	31-Mar-2012	Jim McAloon	The PPP construction phase is completed and schools fully in operation. Two new primaries and one Early Education and Childcare Centre are also operational. The procurement process for Dumbarton Academy is on programme. Some milestones in the project that have been completed and reported on previously have been rationalised into a single milestone called "Earlier completed milestones". Full details of these milestones are available if required.	Brock Bowling Green: Complete construction of new bowling green		31-Oct-2011	No
						New Build Dumbarton Academy: Appoint Contractor	21 contractors returned in initial PQQ exercise. Top 6 contractors selected to price main tender. Mid tender interviews with top 6 took place 23rd and 24th of March. Tender return date is 15 April 2011.	30-Jun-2011	Yes
						New Build Dumbarton Academy: Completion of construction Phase 1 (new building handover)	Completion date 23rd December 2012. (This milestone will be included in operational plan 2013-14) Expected delivery of school June 2013.		No
						New Build Dumbarton Academy: Completion of construction phase 2 (demolition and	Due date is August 2013. (This milestone will be included in operational plan 2013-14).		No

						externals)			
						New Build Dumbarton Academy: Selection of most economically advantageous tender	Complete.	30-Jun-2011	Yes
						New Build Dumbarton Academy: Start construction phase of new Dumbarton Academy		03-Oct-2011	No
H/2011/DIR/03 Implement the Council's Asset Management Strategy			31-Mar-2012	Elaine Melrose	Progress of the milestones attached to this action is monitored, in detail, through the Asset Management Plan 2010-2020: Property.	Develop Asset Management Plans for remaining activity areas (Roads & Infrastructure, Street Lighting, Open Space)		30-Nov-2011	No
						Investigate options for the delivery of Care Homes and prepare an Asset Management Plan	A paper has been produced to examine the various options regarding the delivery of Residential Care Home. A number of service delivery models were highlighted as options to investigate further. This further investigation is on- going.	01-Apr-2011	Yes
						Prepare Feasibility Study Option appraisal and Asset Management Plan for depots		30-Sep-2011	No

						Progress ongoing rationalisation of community facilities and options for community operation		31-Mar-2012	No
						Update the school Estate Management Plan		31-Oct-2011	No
H/2011/HS/01 Investigate the potential to develop a new council house building programme			30-Aug-2012	Helen Turley	Application submitted to Scottish Government in May to provide 75 new council homes in West Dunbartonshire.	Agree on actions to implement a new council house building programme in West Dunbartonshire (report to HEED)		30-Nov-2011	No
						Engage in discussions with RLS over opportunities presented by the new SG Innovation and Investment Fund	Complete	31-May-2011	Yes
						Identify options for possible Council new build housing programme	Complete.	01-Apr-2011	Yes
						Receive notification on outcome of applications to Innovation and Investment Fund		31-Aug-2011	No
						Submit applications for Innovation and Investment Fund	Complete.	31-May-2011	Yes


### 3-National Risk Priorities

#### 3.1-The protection and welfare of vulnerable people (children and adults)


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CHCP/CMH/5.22 Implement new National Guidance for Child Protection and revised West of Scotland Procedures		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%	30-Sep-2011	Keith Redpath	Staff awareness sessions organised and completed (well attended).				
CHCP/PC/7.05 Implement Adult Support and Protection (ASP) flowchart, including recommendations for the role of GPs (via locality groups)		<div style="width: 30%;"><div style="background-color: #4f81bd; height: 10px; width: 30%;"></div></div> 30%	30-Mar-2012	Keith Redpath	Flow chart shared with GP's for preparatory discussion through CHCP Professional Advisory Group (PAG).				






### 3-National Risk Priorities

#### 3.2-Assuring public money is being used properly

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CHCP/share/1.01 Implement local Change Fund Plan		<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px; width: 20%;"></div></div> 20%	30-Mar-2012	Keith Redpath	Refer to suite of activities within separate CHCP Local Change Plan being implemented through newly established Change Fund Implementation Group.				

3-National Risk Priorities  
 3.3-The council's response to the challenging financial environment

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/PSIF/CMT/010 Develop indicators and set targets to measure and improve effectiveness and efficiency of financial management		<input type="text" value="0%"/>	31-Mar-2012	Stephen West	The Finance Services works with Cipfa on an ongoing basis to develop relevant performance measures and to benchmark our performance. This work will form the basis of our review.	Calculation of historic indicators & current to assess year on year improvement		31-Mar-2012	No
						Identify areas which require indicators, methodology and timing		31-Aug-2011	No

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