

Chief Executive's Department PSIF Improvement Plan 2010/11

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Appendix 2



Criterion 1: Leadership

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/CE/097/10-14 Finalise the Chief Executive's Departmental Plan 2010/14 and submit to Corporate & Efficient Governance Committee for approval		<div style="width: 100%; background-color: #4F81BD; height: 10px;"></div> 100%	31 May 2010	Colin McDougall	Draft Plan published on intranet and internet 29 June 2010. This Plan was approved at the C&EG meeting on 25 August 2010.	Finalise draft CED Departmental Plan 2010/14 for SMT agreement	CED Departmental Plan 2010/14 submitted to SMT for agreement on 10 May for submission to C&EGC on 26 May 2010.	30 Apr 2010	Yes
						Publish on intranet, internet, and in hard copy	Plan published on intranet, internet and available in hard copy. However, this is the draft Plan as A&PRC postponed approving report until next Committee meeting.	31 May 2010	Yes
						Submit Plan to C&EGC for approval	Draft Plan submitted to C&EGC of 26 May 2010 for approval. However, Committee postponed it until next meeting.	31 May 2010	Yes
						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	Approved by Council on 25 August 2010.	31 Aug 2010	Yes

CED/CE/099/10-14 Implement and monitor the Continuous Improvement Strategy (including the four Cs - compete, consult, challenge, and compare)			31 Mar 2011	Lorraine Coyne	Continuous Improvement Strategy approved by Council on 25 August 2010.	Develop draft strategy and consult with appropriate staff	Strategy agreed at Council in August 2010.	30 Jun 2010	Yes
						Develop programme of reviews covering elements of the 4c's	Draft programme developed.	31 Aug 2010	Yes
CED/CE/163/10-14 Involve staff in developing CED vision and mission statement as part of 2011/15 Departmental Plan			30 Sep 2010	David McMillan	Staff were all involved in SWOT/PEST for the 11/12 Departmental Plan but visioning will not take place until a new Administration reviews the Corporate vision.	All Teams participated in SWOT analysis of their service based on the existing vision. Once Council has developed a revised vision the CED will develop a revised Mission statement and will involve staff in the process.		30 Sep 2010	Yes
CED/CP/003/10-14 Oversee the effective governance and management of community planning			31 Mar 2011	Lorraine Coyne	Progressing well, noted and sustained improvement in strategic board meetings. Completion and implementation of CPP partnership agreement has contributed positively to the good governance of community planning overall. Similar to Council & Committees, system of legal and financial checks carried out on CPP papers.	Organise, prepare papers and facilitate 2 Strategic Board meetings.	November and February meetings facilitated effectively, papers now to be posted on CPP website	31 Mar 2011	Yes
						Organise, prepare papers and facilitate 2 Strategic Board meetings.	Meetings in May and August 2010 facilitated effectively.	31 Aug 2010	Yes
						Organise, prepare papers and facilitate 5 Executive Group meetings.	five meeting effectively facilitated since August 2010, key focus on investment decisions for 2011/2012	31 Mar 2011	Yes
						Organise, prepare papers and facilitate 5 Executive Group meetings.	Five meetings effectively facilitated.	31 Aug 2010	Yes

CED/CP/004/10-14 Provide management support and direction for CPP thematic groups		100%	31 Mar 2011	Lorraine Coyne	Significant additional support and guidance provided for thematic group lead officers to assist in the development and completion of new SOA 2011 - 2014, a range of guidance notes provided, writers' groups facilitated, one to one meetings held.	Organise, prepare papers and facilitate a minimum of 4 meetings of thematic group lead officers.	Complete.	31 Aug 2010	Yes
						Organise, prepare papers and facilitate a minimum of 4 thematic group lead officer meetings.	Three meetings facilitated to date, further meeting scheduled for 4 April.	31 Mar 2011	Yes
						Provide guidance and leadership for thematic group programme management & development.	Progressing on target.	30 Sep 2010	Yes
						Provide guidance and leadership for thematic group programme management & development.	Significant guidance and support provided for thematic group lead officers relating to all aspects of developing a revised SOA 2011 - 2014.	31 Mar 2011	Yes
						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

CED/CP/006/10-14 Complete and oversee the implementation of the CPP Partnership Agreement		<div style="background-color: #ADD8E6; width: 50px; height: 15px; display: inline-block; text-align: center;">100%</div>	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. Specific development sessions delivered in February that focused on SOA outcomes and thematic groups addressing cross cutting issues in the context of three new main priorities	Facilitate development programme to ensure effective implementation of Partnership Agreement.	Complete.	31 Mar 2011	Yes
						Secure CPP approval for Partnership Agreement	CPP Strategic Board approved Partnership Agreement at its meeting in May 2010.	11 May 2010	Yes

Criterion 2: Service Planning

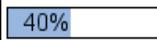
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/CM/032/10-14 Carry out customer satisfaction survey of corporate communications		<div style="width: 100%; background-color: #4F81BD; color: white; text-align: center; padding: 2px;">100%</div>	31 Mar 2011	Malcolm Bennie	This survey is complete. We received 345 responses and have written report for committee on our actions.	Collate results and report annual comparison to CEGC	Complete.	17 Dec 2010	Yes
						Complete competitiveness review of Corporate Communications	Supported by benchmarking and customer satisfaction survey.	29 Apr 2010	Yes
						Design and agree scope of survey for staff.	Complete.	22 Oct 2010	Yes
						Issue online questionnaire	Complete.	22 Oct 2010	Yes
						Consult with external stakeholders about content and format of new long term CPP website	Consultation has been undertaken with partners. To help CPP understand how to reach a wider audience an event arranged in partnership with Y Sort it enabled CPP to understand if a presence was needed on Social Networking sites e.g. Facebook.	01 Dec 2010	Yes
						Develop interim CPP website	CPP website online & populated with key info. Next phase of development under way and informed by partners requirements. A number of consultation meetings have taken place including young people and CPP Community Forums.	30 Jun 2010	Yes

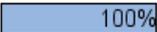
CED/CP/008/10-14 Develop effective communication processes for community planning			31 Mar 2011	Peter Barry	Progress ongoing. Action cannot be completed this year due to councils capacity to develop social networking tools. Anticipate this moving forward with ICT strategy 2011/12.	Develop range of up to date communication tools to improve CPP brand, efficiency and impact.	CPP working with WDC Corporate Comms to look at the development of a Communication Framework.	31 Mar 2011	No
						Complete OJEU European tendering process and secure approval from Tendering Committee.	Complete.	26 May 2010	Yes
						Develop and implement learning programme for community forum members.	Progressing to plan. Both personal development sessions and a community forum programme have been established, and is being implemented	31 Mar 2011	Yes
						Develop and support delivery of community engagement plan.	The Draft Partner Community Engagement Plan has been developed. The final meeting will take place on 31 March, 2011.	31 Mar 2011	Yes
						Draft paper for CPC with comparative costs for previous and current CE services.	Complete. CPC meeting on 19 January.	31 Oct 2010	Yes
						Provide administrative support for community forums	Complete.	31 Aug 2010	Yes
						Support coordination of CPP partner engagement.	2 sessions to run Nov and Dec, 2 to run Jan and Feb (see Develop and support delivery of community engagement plan).	31 Dec 2010	Yes

<p>CED/CP/011/10-14 Manage the delivery of new community engagement services for WDCPP</p>			<p>31 Oct 2011</p>	<p>Peter Barry</p>	<p>To establish learning programmes, personal development sessions have been undertaken and a community forum programme has been developed. A draft partner community engagement plan is in place. Work is continuing to ensure real 'buy in' from partners. Forums are carrying out community research to involve the wider community. They are also establishing links with young people. A range of approaches are being used to increase Forum membership resulting in some new members for Clydebank Forum and a newly established Steering Group for Vale of Leven Forum. The March progress plan, providing detail on all of this, has been added to</p>	<p>Support CPP partner agencies and community forums to feedback to wider community.</p>	<p>Being delivered through CECG and support for Forums by ODS. Dumbarton and Clydebank Forums are undertaking community research into involving wider community groups. Work is taking place to ensure effective feedback and to build links with young people.</p>	<p>31 Mar 2011</p>	<p>Yes</p>
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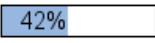
					Covalent.				
CED/PU/086/10-14 Support the implementation of the outcomes of the Clyde Valley Community Planning Partnership Shared Service Review		100%	31 Mar 2011	Lorraine Coyne	Outline business cases presented to Council on 26 January 2011 on three specific areas, subject to detailed business cases being brought back to Council for consideration.	Ensure reporting mechanisms are established to agree business cases and to oversee implementation and development	Outline business cases for a number of areas have now been produced with detailed business cases expected in June 2011. All of this information will be reported to Council before any decision is made on the way forward for West Dunbartonshire Council.	31 Dec 2010	Yes
						Establish departmental / service responsibility for priority areas	A Contact / Lead Officer has been identified for each of the six workstream areas in which WDC is participating	30 Apr 2010	Yes
CED/PU/087/10-14 Carry out annual review of departmental shared service development arrangements		100%	31 Mar 2011	Lorraine Coyne	The 2010 update was completed by 31 March 2010. The 2011 update will be carried by 31 March 2011.	Obtain updated information on shared services arrangements (2010 update)	Complete.	30 Apr 2010	Yes
						Obtain updated information on shared services arrangements (2011 update)	Updated information received by departments by the end of February.	28 Feb 2011	Yes
						Updated information to be collated and circulated to stakeholders (2010 update)	Complete.	31 May 2010	Yes
						Updated information to be collated and circulated to stakeholders (2011 update)	The updated information was distributed on 30 March 2011.	31 Mar 2011	Yes

CED/PU/090/10-14 Implement revised Public Performance Reporting arrangements at a corporate level for the Council		100%	31 Dec 2010	Colin McDougall	As part of the SPI process, Audit Scotland requires LAs to publish SPIs and other local PIs as part of PPR with a publication deadline of 30 September 2010. Our PPR publication 'Measuring Up?' was posted on the Council's website by the required date. Hard copies have also now been distributed.	Produce and distribute hard copies to libraries, WDC receptions etc	Copies distributed.	31 Dec 2010	Yes
						Produce draft publication for design and print	Completed.	15 Sep 2010	Yes
						Produce template and co-ordinate Council wide data collection based on this	Collation of data with departments completed.	31 Aug 2010	Yes
						Publish on WDC website	Published by statutory deadline of 30 September 2010.	30 Sep 2010	Yes
CED/PU/091/10-14 Produce the Corporate Plan Performance Report for 2009/10 for Committee		100%	31 Oct 2010	Colin McDougall	The Corporate Plan performance report for 2009/10 was submitted to Audit & Performance Review Committee on 8 September 2010.	Co-ordinate initial data collection	Complete.	31 Jul 2010	Yes
						Identify other reporting options and re-submit year end progress report to Audit & Performance Review Committee	Report re-submitted to Audit & Performance Review Committee for 8 September 2010.	31 Aug 2010	Yes
						Produce Report and submit to Audit & Performance Review Committee	Submitted to Audit & Performance Review Committee on 9 June 2010 but Committee inquorate. Re-submitted to the next Committee on 8 September 2010.	30 Sep 2010	Yes
						Build option appraisal into committee reporting process	In progress.	31 May 2011	No

CED/PU/118/10-14 Develop a programme for options appraisal, a training programme and guidance			31 Jul 2011	Lorraine Coyne	On track to meet July 2011 deadline. However, new securitisation projects will be phase 2. Guidance and training in progress.	Develop option appraisal toolkit as follow on from the benchmarking guidance and develop phase 1 programme	Work not started.	30 Jun 2011	No
						Provide learning and development for option appraisal	Work not started will commence once toolkit developed.	31 Jul 2011	No
						Research approaches to option appraisal and identify best practice	Research completed.	31 Dec 2010	Yes
						Review requirements of BV2 for option appraisal	Complete.	31 Mar 2011	Yes
						Assess potential to link EIA with PSIF programme	This is ongoing piece of work, included in draft new EIA guidelines and equalities included in new PSIF model.	31 Oct 2010	Yes
						Develop IA log	Log based on tracking EIA through committee records.	30 Apr 2010	Yes
						Further update/review of Equality Scorecard	Work has been done via Equality Liaison Group and contact with departmental contacts for Equality Scorecard. This will be ongoing in 2011/12.	31 Dec 2010	Yes

CED/PU/122/10-14 Lead and support departments on equalities impact assessment and monitoring			31 Mar 2011	Peter Barry	Action completed. New EIA guidelines have been published on web pages, one training session held in December 2010, further sessions will be organised in 2011 if required. New monitoring forms have been developed for implementation in April 2011 and further development of scorecard will be ongoing.	Update guidance to comply with Equality Act 2010 and provide training as required	EIA guidelines have been updated to meeting Equality Act 2010 and EHRC guidance. Training session delivered on 21.12.10, future sessions will be arranged subject to demand and cover available for maternity leave.	31 Dec 2010	Yes
						Work with ELG to review / extend monitoring information	Revised draft monitoring forms have been produced and circulated for implementation from April 2011.	31 Dec 2010	Yes
CED/PU/172/10-14 Develop a performance measure to identify efficiency savings (cashable and non-cashable) generated by services as a result of business review and shared services			30 Sep 2011	Lorraine Coyne	New indicators developed by SOLACE / Improvement Service, draft report prepared for CMT. However, await confirmation on the way forward from Improvement service.	Await Improvement service efficiency indicator release and implement			No
						Participate in SOLACE benchmarking group to develop efficiency indicators	Complete.		Yes
						Prepare draft report for CMT highlighting the new Improvement Service efficiency indicators for consideration	Complete.	28 Feb 2011	Yes

Develop a new policy statement and framework that reflects the International Standard (ISO 31000) for risk management.	Project delayed due to illness. Revised completion date 30/06/2011.	30 Jun 2011	No
Develop a risk management architecture that includes resources, roles and responsibilities, arrangements for training, partnerships and projects.	Project delayed due to illness. Revised completion date 30/06/2011.	30 Apr 2011	No
Obtain CMT approval for the establishment of a new risk management working group	A further report was submitted to the CMT on 8 February 2011. Approval was given for the establishment of a new risk management working group.	28 Feb 2011	Yes
Present initial report to CMT on a revised approach to risk management for the Council	CMT requested additional information before confirming the appropriate approach to be taken.	31 Oct 2010	Yes
Provide enterprise risk management training to the new working group	Membership of working group currently being considered.	30 Apr 2011	No
Review and amend the Council's current risk management strategy and protocols for the risk methodology	On track.	30 Jun 2011	No

CED/RM/001/10-14 Review approach to strategic risk management including recommendations of the risk management review			30 Jun 2011	Lorraine Coyne	On 8 February, the CMT approved the proposal of a new risk management working group. Membership of this group is in the process of being established. At the Strategic Leadership meeting on 17 May, a session is planned on the Council's strategic risks. The Elected Members Business Day on 18 May will be advised of the outputs of this session and further discussion will take place on strategic risks. The incomplete milestones for this action will be rolled forward into the year ending 31 March 2012.	Review the recommendations contained in the external risk consultant's report.	The findings of the risk review carried out by consultants on behalf of Internal Audit have been considered by CED management and categorised into key strategic actions and actions that can be progressed by a new risk management working group.	07 Jul 2010	Yes
						Develop a Business Continuity Management System	Business Continuity Management System (BCMS) completed in Feb 2011.	30 Mar 2011	Yes

CED/RM/006/10-14 Develop Business Continuity Policy for the Council			31 Mar 2011	John Duffy	Each risk in Covalent will include continuity arrangements for residual risk that will be used to formulate and update departmental business continuity plans.	Develop Airwave procedures and protocol	Airwave procedures and protocol completed, TEA2 license awarded and Airwave handsets procured. Initial training for Trainers attended by S Kirk. Training for officers now to be developed and will participate in national development of ways of working.	31 Dec 2010	Yes
						Develop business continuity risk register	Each risk in Covalent will include continuity arrangements for residual risk.	30 Mar 2011	Yes
						Development and production of Business Continuity Strategy, information leaflets and booklets.	BC Strategy completed as part of BCMS. Information booklet being redeveloped from 2006 version, currently on hold due to delays in SECG/National Workstream caused by Severe Weather in Dec 2010.	30 Mar 2011	Yes

Criterion 3: People Resources

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/PU/083/10-14 Implement PDP process within CED			31 Mar 2011	David McMillan	PDP largely complete across the dept. Further work will be required with some staff due to restructure proposals.	Full PDP or half yearly review of PDP to be complete by end October 2010.	PDP largely complete across the dept. Further work will be required with some staff due to restructure proposals	31 Oct 2010	Yes
CED/PU/165/10-14 Implement a learning development strategy and action plan for			31 Mar 2011	David McMillan	A Learning Development Strategy will be developed by the	Training needs analysis.	Training needs are identified through the PDP process.	31 Dec 2010	Yes

the CED to meet staff development needs as identified in the PDP process.					new SMT by 31 March 2011.				
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Criterion 4: Partners and Resources

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/PU/095/10-14 Co-ordinate and prepare CED's twice yearly progress reports for Corporate & Efficient Governance Committee and quarterly e-mail reports to all elected members		<div style="width: 100%; background-color: #ADD8E6; border: 1px solid black; text-align: center;">100%</div>	31 Mar 2011	Colin McDougall	All four milestones have been completed to plan: 2009/10 year end progress report submitted to C&EGC 26 May 2010; Q1 progress report e-mailed to elected members July 2010; mid year progress report submitted to C&EGC 22 December 2010; and Q3 progress report e-mailed to elected members at the end of January 2011.	Co-ordinate and produce mid year progress report on CED Plan 2010/14	Report completed and submitted to Corporate & Efficient Governance Committee 22 December 2010.	31 Oct 2010	Yes
						Co-ordinate and produce year end progress report on CED Plan 2009/13	Year end progress report for 2009/10 submitted to C&EGC of 26 May 2010.	31 May 2010	Yes
						Produce Q1 informal report for CED Plan 2010/14 (e-mailed)	Draft Covalent report produced and final report e-mailed to all elected members in my absence by required date.	31 Jul 2010	Yes
						Produce Q3 informal report (e-mailed)	E-mail sent to all relevant officers and SMT to update Covalent with Q3 progress. Completion of this milestone has now transferred to Valerie McIlhatton, CED. Report will be sent to elected members by the end of January.	31 Jan 2011	Yes

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