




Appendix 2: Assurance and Improvement Plan


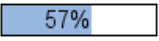
Generated on: 09 February 2011



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		<div style="width: 100%; background-color: #4F81BD; height: 15px;"></div> 100%	25 Jan 2011	Stephen West	Discussions finalised with NHS partners and expect to report to CMT by 25 January 2011 at latest.	Agree with partner agencies a set of appropriate measures to allow regular (minimum annual)	Revised set of measures identified.	18 Oct 2010	Yes
						Assess current indicators for potential for more frequent measurement	Meeting arranged with partner agencies - 5 October 2010. This meeting took place as planned. In most cases this was not possible and generally not within the control of the partners. Some previous indicators to be removed, as not being measurable.	11 Oct 2010	Yes
						Identify alternative indicators which are measurable at least annual basis	Meeting arranged with partner agencies - 5 October 2010. This meeting took place and identified relevant indicators.	11 Oct 2010	Yes

						Seek approval of CMT	Discussions finalised with NHS partners and expect to report to CMT by 25 January 2011 at latest. Reported to CMT 20 January 2011 and revised set of Indicators approved.	25 Jan 2011	Yes
SWH/AIP/002 Review of Corporate Plan Health and Wellbeing Indicators		100%	25 Jan 2011	Stephen West	Discussions finalised with NHS partners and expect to report to CMT by 25 January 2011 at latest.	Agree with partner agencies a set of appropriate measures to allow regular (minimum annual)	Revised set of measures identified.	18 Oct 2010	Yes
						Assess current indicators for potential for more frequent measurement	Meeting arranged with partner agencies - 5 October 2010. This meeting took place as planned. In most cases this was not possible and generally not within the control of the partners. Some previous indicators to be removed, as not being measurable.	11 Oct 2010	Yes
						Identify alternative indicators which are measurable at least annual basis	Meeting arranged with partner agencies - 5 October 2010. This meeting took place and identified relevant indicators.	11 Oct 2010	Yes
						Seek approval of CMT	Discussions finalised with NHS partners and expect to report to CMT by 25 January 2011 at latest. Reported to CMT 20 January 2011 and revised set of Indicators approved.	25 Jan 2011	Yes
SWH/AIP/003 Review of Single Outcome Agreement Health and Wellbeing Indicators		100%	31 Mar 2011	Stephen West		Consider options from existing revised Health and Wellbeing Indicators for inclusion as indicators for SOA2	Meeting with CHCP Health colleagues agreed various alternative measures arising from new Health HEAT Targets, proposals to be developed as part of	31 Jan 2011	Yes




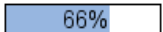
							SOA2 process.			
							Identify and recommend to CPP relevant indicators for SOA2	CPP Strategic Board, 7 February 2011, agreed revised set of Performance Indicators for use in SOA version 2	10 Feb 2011	Yes
SWH/AIP/004 Improve Citizens' Perceptions of Social Work and Health Services			31 Mar 2011	Stephen West	Departmental Management Team agreed Departmental Service Standards June 2010, Issued August 2010. Draft Public Information Strategy developed in 2009/10 and finalising September 2010 for implementation.	Agree and Implement Departmental Service Standards	Standards agreed and disseminated in August 2010.	30 Sep 2010	Yes	
						Carry out Citizens Panel survey for sw&h to develop trend data May 2010	Panel survey completed and information received to develop information trends.	30 Jun 2010	Yes	
						Consult with stakeholders on newly drafted strategy for three months Jan 11 - March 11		31 Mar 2011	No	
						Develop Public Information, Consultation and Engagement Strategy 2010 - 2013	Now subsumed within CH & CP Review of Public Engagement	30 Nov 2010	Yes	
						Implement strategy 2011		31 Mar 2011	No	
						Launch Public Information, Consultation and Engagement Strategy 2010 - 2013	This has been delayed to reflect the Review of Community Engagement Structures across health and social work as well as the ODS work with the community planning partnership.	31 Mar 2011	No	
						Review Public Information Strategy	Public Information Strategy reviewed Aug 2010 - Dissemination planned for end of	15 Oct 2010	Yes	


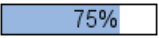
							November 10. This process delayed slightly due to agreeing to expand strategy to include consultation and engagement, revised target date 15 October 2010		
--	--	--	--	--	--	--	---	--	--

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


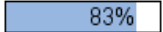


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/SS/03/SP10-14 Maximise on existing programmes and projects and explore new opportunities to attract new funding		<div style="background-color: #4F81BD; width: 100%; text-align: center; color: white;">100%</div>	31 Mar 2011	Jim McAloon	The funding bid for priority 5 ESF has obtained £1.2m funds from July 11. Historic Scotland has confirmed, in January, £64k funding support to assist with Balloch Castle.	Develop & submit a Council wide DAF application to DWP for 2010/11	Jobcentre Plus have informed us DWP have withdrawn the budget for this programme throughout the UK, therefore no application can be made.	30 Sep 2010	Yes
						Provide information to Council departments in relation to ERDF & Jessica funding streams	Departments were informed for new calls for European funding and for Jessica funding requests.	30 Sep 2010	Yes
						Re-profile WDEP for year 3 activity and submit NOC to ESEP for approval	NOC submitted.	31 Jul 2010	Yes

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			31 Dec 2010	Jim McAloon	Economic Development Strategy was considered and approved at committee on 2nd February 2011.	Desk top review of existing activity and collation of core data	This activity is completed though some of the data was not readily available and alternative ways of sourcing the information are now being investigated.	15 Oct 2010	Yes
						Formation of core group	Core group will consist of Kevin Neeson, Gillian Scholes, Michael Gill, Pamela Clifford and Jim McAloon. Others will be involved as required.	15 Sep 2010	Yes
						Strategy considered for approval by Council	Strategy going to HEED committee on 2/2/11 for approval. This milestone has not met the deadline only due to the HEED committee timetable.	31 Dec 2010	Yes
						Strategy development workshop for key partners	1st workshop cancelled due to bad weather. Re-arranged workshop took place on 15th of December 2010.	31 Oct 2010	Yes
AIP10 Develop robust plans to deliver development activity in key areas including place, people, businesses, partnership			31 Mar 2011	Jim McAloon		Develop plans for approval by key partners and the Council	Action plan complete and part of report going to HEED committee for approval on 2/2/11.	28 Mar 2011	Yes
						Establish partnership forums for the four key areas from broad stakeholder groups	Existing groups within current CPP structures, Employability, Regeneration and Thematic group Growing the Local Economy will be	31 Dec 2010	Yes


							used.			
							Scope activity / resource requirements	All partners are waiting to hear what their budgets and targets are for 2011/12.	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			31 Mar 2011	Jim McAloon			Contribute to preparation of SDP Main Issues Report	SDP Main Issues Report issued for consultation on 30/9/10. WDC response to this document prepared and submitted to the SDPA.	30 Sep 2010	Yes
							Contribute to preparation of SDP Proposed Plan	Publication of Proposed Plan by SDPA is likely to be delayed until June 2011.	31 Mar 2011	Yes
							Have discussed potential LDP main issues with all Key Agencies and Community Councils	As at January 2011, have met with 4 of 10 active community councils with 2 further dates arranged. Have also met with 8 of 9 Key Agencies with only Historic Scotland outstanding.	31 Mar 2011	No
							Prepare detailed programme for preparation of LDP Main Issues Report		31 May 2010	Yes


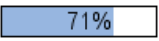
1-Risk Assessment
 1.2-Regenerating & Growing Our Local Economy
 (iii)-Attract and support the development of new and emerging businesses and support the sustainability of existing businesses


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			31 Mar 2011	Kevin Neeson	Strategy Development Workshop held on 19 Nov 2010. Draft strategy to be circulated to partners and comments received by 10 Dec 2010.	Desk top review of all existing strategies and reports since 2008	Completed.	31 Aug 2010	Yes
						Draft strategy circulated	Draft strategy circulated to partners and will go to the CVCPP leaders meeting in February 2011.	31 Jan 2011	Yes
						Formation of working group	Working group formed and made up of a cross section of partners	01 Apr 2010	Yes
						Scope out existing economic development activity across the partnership	Exercise completed.	30 Jun 2010	Yes
						Strategy approved by CVCPP	Going to the CVCPP leaders meeting in February 2011.	31 Mar 2011	No
						Strategy Development Workshop programme for partners	Workshop to discuss the development of the CVCPP Economic Development Strategy was held on 19 Nov 2010 for internal partners. Draft strategy to be circulated to partners and comments received by 10 Dec 2010.	30 Sep 2010	Yes
H/ED/02/SP10-14 Examine current business model for supporting businesses			31 Mar 2011	Kevin Neeson	Customer Feedback questionnaire results have been received and	Contribute & agree SDA for Skills Development Scotland	Agreement signed by Chief Executive.	31 Mar 2011	Yes
						Develop SLA for	Now signed and approved.	31 Aug 2010	Yes

					analysed. 94.1% of respondents rated their overall satisfaction with the level of service they had received as either good (14.7%) or very good (79.4%).	Chamber of Commerce			
						Obtain feedback from clients through customer feedback questionnaire & analyse results	Responses to questionnaire have been received and analysed. Results will be reported to Management Team.	31 Oct 2010	Yes

1-Risk Assessment
1.3-An Improving Council


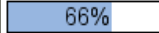
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/CP/011/10-14 Manage the delivery of new community engagement services for WDCPP		<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;"><div style="width: 24px; height: 15px; background-color: #4f81bd;"></div>40%</div>	31 Oct 2011	Peter Barry	Work with Forums is progressing. However, attempts to revitalise Vale of Leven Forum were affected by the bad weather conditions during December. A further meeting is planned for January. The Community Engagement Co-ordinating sessions are progressing well to plan. An additional session may be added if needed.	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.	31 Mar 2011	No
						Develop and support delivery of community engagement plan.	The planned January and February community engagement co-ordinating sessions will contribute to this.	31 Mar 2011	No
						Draft paper for CPC with comparative costs for previous and current CE services.	Complete. CPC meeting on 19 January.	31 Oct 2010	Yes
						Evaluate effectiveness of partner engagement	Not scheduled to begin until April 2011.	31 Aug 2011	No



						and community forums using VOICE.			
						Extend membership of community forums.	This is a current focus for ODS and Forums themselves.	30 Jun 2011	No
						Manage interface between different community engagement structures.	Not scheduled to begin until after April 2011.	31 Oct 2011	No
						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
						Support CPP partner agencies and community forums to feedback to wider community.	Being delivered through CECG and support for Forums by ODS.	31 Mar 2011	No
CED/PU/175/10-14 Implement Phase 1 of PSIF			31 Mar 2011	Lorraine Coyne	Chief Executive's Department and Corporate Services Improvement Plans will be submitted to committee early in 2011 in line with joint planning and budgeting schedule which will ensure continuous improvement is embedded in performance	Agree scope of PSIF pilot review with the CPP Manager and Improvement service	Meeting with Improvement service taken place to agree scope	31 Dec 2010	Yes
						All strategic PSIF improvement plans to be agreed at relevant committee	Chief Executive's Department and Corporate Services improvement plans scheduled to go relevant Committee early in 2011 in line with WDC joint planning and budgeting schedule.	31 Dec 2010	No
						Complete all strategic PSIF reviews (except	Completed.	31 Jul 2010	Yes

					management.	CPP)			
						Complete pilot review of CPP using PSIF with the Improvement service	Scheduling of pilot to be discussed with CPP Board paper prepared for consideration by Board in February 2011.	20 Jan 2011	Yes
						Map QMIE for Education with PSIF and review suitability of PSIF for education	Completed with the Improvement service and HMIE	30 Jul 2010	Yes
						Meet with HMIE to agree way forward for Education with regard to self assessment	Educational services will continue to use QMIE.	30 Jul 2010	Yes
						Provide report highlighting common areas for improvement from Improvement Plans for CMT consideration	Report will be prepared for the CMT once all plans are agreed at committee.	31 Mar 2011	No
CED/RP/001/10-14 Develop key corporate performance indicators for 2010/11		<div style="background-color: #ADD8E6; width: 50px; text-align: center;">100%</div>	31 Oct 2010	Lorraine Coyne	Action fully completed. Revised set of measures for Quarter 1 2010/11 reported to the Audit & Performance Review Committee on 8 September 2010. Quarter 2 reported to Audit & Performance Review Committee on 10 November 2010.	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	The proposed changes as submitted to Council on 30 June were agreed and so have been adopted as the measures for 2010/11.	31 Oct 2010	Yes
						Submit proposed measures to Council, asking for	Council meeting on 30 June 2010 agreed to changes suggested by	30 Jun 2010	Yes



						comments	Social Work & Health.		
--	--	--	--	--	--	----------	-----------------------	--	--





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




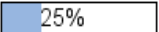

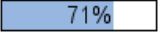
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/PU/156/10-14 Implement and facilitate peer and external support arrangements for Elected Members and senior managers			31 Mar 2011	Lorraine Coyne	Avenues for peer support fully explored but accessibility and engagement has been problematic therefore alternative options have been considered. Additional support now being pursued through involvement in IS project to establish Elected Member coaching programme.	Arrange a development day for the Administration and the CMT	A development day to strengthen leadership and collaborative working between the Administration and the CMT has been arranged for 29 October 2010.	30 Sep 2010	Yes
						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	Yes
						Develop arrangements for Critical Friend support for the I&EE	This will be followed up through Elected Member Coaching Programme.	31 Mar 2011	No
						Formalise arrangements with IS for Leaders's peer support	Complete.	30 Jun 2010	Yes
						Formalise arrangements with IS for Members' peer support	This will be followed up through Elected Member Coaching Programme.	31 Mar 2011	No
						Implement coaching support within leadership development programme for senior managers	External coaching support for senior managers commenced mid June as part of leadership development programme.	30 Jun 2010	Yes





CED/PU/171/10-14 Evaluate the effectiveness of the Improvement & Efficiency Executive and implement changes to bring about improvement.			31 Mar 2011	David McMillan	Evaluation phase will begin in January 2011 with preparation of questionnaire for members.	A review of the I&EE will be undertaken by 31 March 2011 to assess if the new quarterly timetabling is effective.	Questionnaire will be issued during February 2011.	31 Mar 2011	No
						Develop questionnaire to be used to consult members on their perception of the I&EE.	Questionnaire will be developed by 31/1/11.	31 Jan 2011	No
						Present Quarterly BVIP & AIP reports to I&EE to ensure intervention made when pace of change is slowing.	Complete.	31 Oct 2010	Yes

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			31 Oct 2010	Lorraine Coyne	Outcomes of both staff and public consultation presented to Strategic Finance Working Group and incorporated within October Council report as part of mid-year spend review.	Complete public consultation	Public consultation process completed 15/09/10.	30 Sep 2010	Yes
						Complete staff consultation process	Complete.	31 Aug 2010	Yes
						Develop framework and plan for budget consultation process	Complete.	31 Jul 2010	Yes
						Evaluate outcomes from the process	This action is complete and outcomes have been reported back to members.	30 Sep 2010	Yes
						Incorporate		31 Oct 2010	Yes


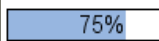
						consultation outcomes into budget options process			
AIP04 Implement leadership and management development strategy			31 Mar 2011	Tricia O'Neill	Delivery programme for management development and Progressive Leadership Programme implemented and progressing until March 2011. SMN programme for 2010 complete and draft programme for 2011 underway. Evaluation of leadership development (participant & staff) scheduled for early March.	Define key elements of leadership and management development	Broad outline of strategy discussed; key elements defined as Progressive Leadership Prog, SMN, Management Development, & Strategic Leadership workstream.	30 Jun 2010	Yes
						Evaluate Progressive Leadership programme		28 Feb 2011	No
						Implement programme for each element of leadership and management development	Programmes implemented for Progressive Leadership, SMN, and Accredited management development.	15 Nov 2010	Yes
						Issue leadership Pulse Survey to staff		15 Mar 2011	No
						Produce final version of strategy for leadership and management development		31 Mar 2011	No
AIP05 Implement annual performance and development cycle for CMT			30 Jun 2011	David McMillan	Executive Directors completed formal mid-year progress assessment and reported to CE; individual performance reviews scheduled for Jan/Feb. Formal review of CE performance progress	Agree performance objectives for CMT	Recruitment Committee agreed objectives for Chief Executive and Executive Directors on 22 and 23 June 2010.	30 Jun 2010	Yes
						Assess performance achievement for CMT members		31 Mar 2011	No
						Report on individual performance of CMT to Committee		28 Jun 2011	No
						Undertake review of	Formal review of progress	31 Oct 2010	Yes

					completed by Committee members in January.	progress against objectives	completed by Directors and discussion with CE scheduled for Jan/Feb. Mid year review of CE performance by R&IP Committee members in January 2011.		
AIP06 Monitor operational effectiveness and performance in delivering best value			30 Nov 2010	Lorraine Coyne	Complete.	Develop and implement revisions to monitoring and reporting framework for BVIP	The BVIP has been streamlined and both this report and the AIP are reported quarterly to the I&EE and Council.	30 Sep 2010	Yes
						Develop role of Challenge Panels	Revised report to SLG on 2 November 2010.	30 Oct 2010	Yes
AIP08 Develop a Consultation Plan to involve all Elected Members, staff and stakeholders in a review of the mission, vision and values			30 Jun 2012	Lorraine Coyne	Work underway consultation will begin once draft plan is completed.	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
						--New Milestone--			No
CA/WDC/2402/007 Review of Strategic Leadership and Decision Making Processes - Business Days			31 Mar 2011	David McMillan	Progressing as planned.	Issue notification to members of Business days for 2010/11	Complete.	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 and marketing WD as a place to live, work and visit	Complete.	14 Apr 2010	Yes

						Run Business day 15/9/10 - Topic Asset Management/Community Engagement/ASB/Budget Roadshows	Complete.	15 Sep 2010	Yes
						Run Business Day 16/6/10 - Topic Financial Situation	Complete.	16 Jun 2010	Yes
						Run Business day 17/11/10 - Topic Roles & Working Relationships	Complete.	17 Nov 2010	Yes
						Run Business day March 2011 - Topic and date TBC		31 Mar 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.			31 Mar 2011	Lorraine Coyne	Provided new sets of ward profiles, life expectancy figures, population forecasts, and Area Profile.	Disseminate information to Chief Executive and Elected Members when necessary	Complete.	31 Mar 2011	Yes
						Provide information and briefing notes for CE and elected members	Complete.	31 Dec 2010	Yes
						Provide information and briefing notes for CE and elected members.	Complete.	30 Jun 2010	Yes
						Provide information and briefing notes for CE and elected members.	Complete.	30 Sep 2010	Yes
CED/PU/154/10-14 Undertake a review of the current 8 strategic priorities and implement new arrangements for monitoring			31 Mar 2011	David McMillan	Strategic Priorities for 2010/11 agreed by Council on 30 June. Monitoring arrangement now in place through	Consult Members and Senior Managers on the Strategic priorities 2010/11	Complete.	31 May 2010	Yes
						Develop monitoring arrangements for	Arrangement for monitoring to be discussed	31 Aug 2010	Yes


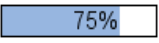
					the Strategic Leadership Group.	the Strategic Priorities	at the Strategic Leadership Group 7 Sept 2010 - Agreed to monitor using PID document		
						Report progress to SLG on a Quarterly (?)basis	Completed PIDs discussed at SLG on 2 November. Progress will be monitored at each subsequent meeting of this group.	31 Oct 2010	Yes
						Report to Council on suggested priority areas	Complete.	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	Performance monitoring of Thematic Group Programme activities, outputs and outcomes has contributed to an improved understanding of services and has led to efficiencies. The submission of the SOA Progress Report to the Scottish Government was well received. The new SOA (2011-14) will focus on 3 new streamlined priorities 1. Work and Benefits 2. Supporting	Approve six thematic group performance management reports relating to CPP programmes	Work began in November. Thematic Group Reports are currently being prepared for submission to the CPP Board.	31 Mar 2011	No
						Approve six thematic group performance management reports relating to CPP programmes	Awaiting final reports from thematic groups	25 Oct 2010	Yes
						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	Submitted on time	30 Sep 2010	Yes


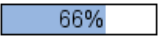
					Children & Families 3. Building Safe, Strong & Involved Communities. Over the next few months, the CPP will consult with partners (including community representatives) to prioritise the focus <i>within</i> the agreed priorities. A Performance Framework will also be developed to measure impact and progress.	Government			
--	--	--	--	--	---	------------	--	--	--





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. Specific	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	Progressing on target.	31 Mar 2011	No




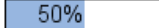
					development session planned for early February to assist thematic groups to develop relevant sections of new SOA 2011 - 2014.	programme to ensure effective implementation of Partnership Agreement.			
						Secure CPP approval for Partnership Agreement	CPP Strategic Board approved Partnership Agreement 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			31 Mar 2011	Colin McDougall	A report seeking approval of the Corporate Plan 2011/15 was submitted to Council on 29 September 2010. This was agreed with minor amendments which have been incorporated in the Covalent scorecard and distributed to departments to form the basis of their departmental plan scorecards for 2011/15. The Plan is on target for publication in late March 2011.	Agree any changes to corporate themes, priorities, objectives, PIs, and targets	Changes agreed and report submitted to September Council. Plan approved subject to changes to 3 objectives - schools estate, early years, and educational attainment in lowest performing secondary school pupils. Changes reflected in Covalent.	31 Aug 2010	Yes
						Produce revised Corporate Plan 2011/15	The Plan is on target for publication in late March 2011.	31 Mar 2011	No
						Set up Corporate Plan 2011/15 scorecard in Covalent	Draft scorecard set up in Covalent.	31 Mar 2011	Yes

CED/PU/093/10-14 Co-ordinate revision and issue of Joint Planning & Budget Guidance for 2011/15 with Finance & ICT Services			30 Sep 2010	Colin McDougall	Complete.	Agree content of Joint Planning & Budget Guidance 2011/15 with Finance officers	Meeting took place on 27 August 2010.	27 Aug 2010	Yes
						Issue Joint Planning & Budget Guidance 2011/15 to Directors	JP&BG now issued.	31 Aug 2010	Yes
						Produce draft Joint Planning & Budget Guidance 2011/15 for agreement	Complete.	27 Aug 2010	Yes
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 improving service delivery			31 Mar 2011	Lorraine Coyne	Profile completed and published on web.	Produce population data for publication for intra/internet	Complete.	30 Sep 2010	Yes
						Publish and distribute the SEP internally and externally to coincide with the joint planning and budgeting guidance being issued.	Complete.	30 Oct 2010	Yes
						Research content for SEP	Complete.	31 Aug 2010	Yes
						Write profile	Complete.	30 Sep 2010	Yes


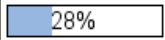
2-Corporate Assessment
 2.2-Performance Management & Improvement
 (ii)-Improve accountability to all stakeholders

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/IA/001/10-14 Review current WDC methodology for Covalent			31 Mar 2011	Lorraine Coyne	This work will be finalised once the re-launched Covalent Group has met several times and considered various issues which can be assessed against actual system usage.	Check WDC system as currently defined and consider any changes	On track.	31 Mar 2011	No
						Manager of Risk & Performance to acquire outline understanding of Covalent system	Complete.	30 Nov 2010	Yes
						Prepare and issue report	On track.	31 Mar 2011	No
						Review performance information prepared by other Councils	Complete.	20 Jan 2011	Yes
						Visit other Councils who use Covalent with a view to simplifying WDC methodology through consideration of other techniques	Visits to be arranged within the next few weeks.	28 Feb 2011	No
CED/PU/052/10-14 Refine public performance reporting strategy including reporting at a corporate level and oversee implementation			31 Mar 2011	Lorraine Coyne	A review was undertaken during the preparation and completion of WDC's Public Performance Reporting for 2009/10 and a brief report is now in preparation.	Produce report on outcomes of review	Report in preparation.	31 Mar 2011	No
						Undertake review	A review was undertaken during the preparation and completion of WDC's Public Performance Reporting for 2009/10.	31 Dec 2010	Yes

CED/PU/090/10-14 Implement revised Public Performance Reporting arrangements at a corporate level for the Council		<div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div>	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		<div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div>	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
CED/PU/165/10-14 Produce a Covalent guide for users incorporating agreed practice		<div style="border: 1px solid black; padding: 2px;">0%</div>	31 Mar 2011	Colin McDougall		Distribute guide to all users and include on intranet.		31 Mar 2011	No
						Produce draft guidance for discussion at Covalent User Group.		28 Feb 2011	No


						Produce final guide for agreement.		31 Mar 2011	No
--	--	--	--	--	--	------------------------------------	--	-------------	----


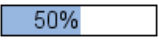
2-Corporate Assessment
2.2-Performance Management & Improvement
(iii)-Improve risk management

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			30 Jun 2011	Lorraine Coyne	A further report on the proposed corporate approach to risk management is being prepared for the CMT.	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
						Establish and train a new risk management working group	Membership of working group to be determined once the CMT have considered the additional report. Awaiting decision from CMT.	28 Feb 2011	No
						Obtain CMT approval for the establishment of a new risk management working group	Further report to be submitted to the CMT. Report submitted to Head of Service in November 2010.	28 Feb 2011	No
						Present initial report	CMT requested additional	31 Oct 2010	Yes


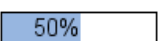
						to CMT on a revised approach to risk management for the Council	information before confirming the appropriate approach to be taken.		
						Review and amend the Council's current risk management strategy and protocols for the risk methodology	On track.	30 Jun 2011	No
						Review the recommendations 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



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




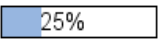
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/PU/062/10-14 Co-ordinate and prepare reports on progress of the Best Value Improvement Plan		<input type="text" value="33%"/>	31 Mar 2011	Lorraine Coyne	A meeting of the Improvement & Efficiency Executive will take place on 11 February 2011.	Prepare report to Improvement & Efficiency Executive - December 2010	Next meeting of Improvement & Efficiency Executive arranged for 11 February 2011.	31 Dec 2010	No
						Prepare report to Improvement & Efficiency Executive - March 2011	Given that next meeting of the Improvement & Efficiency Executive takes place on 11 February 2011, the March meeting may be put back until April or May.	31 Mar 2011	No

						Prepare report to Improvement & Efficiency Executive - September 2010	Report prepared.	30 Sep 2010	Yes
CED/PU/100/10-14 Implement PSIF across all Council services			31 May 2011	Lorraine Coyne	PSIF Assessments of Homecare and the Contact Centre have been postponed at Managers request till February/March 2011 due to high demand for services in December due to the inclement weather conditions.	Appoint new team to progress roll out	Team appointed.	30 Jun 2010	Yes
						Complete programme of reviews from September 2010 to May 2011	PSIF Assessments of Homecare and the Contact Centre have been postponed at Managers request till February/March 2011 due to high demand for services in December due to the inclement weather conditions.	31 May 2011	No
						Develop a PSIF programme for services in 2010/11	Programme part of CI strategy from October 2010 till May 2011.	31 May 2010	Yes
						Develop Learning and Development for PSIF training to roll out to services	Training completed and delivered to first assessment team on the 5th Oct 2010	30 Nov 2010	Yes
						Develop process to quality assure and peer review PSIF assessments and improvement plans	Agreement signed with Improvement service to take part in peer review.	31 Dec 2010	Yes
						Develop PSIF Guidance for assessment teams	Completed	31 Oct 2010	Yes


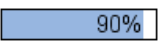
2-Corporate Assessment
2.2-Performance Management & Improvement
(v)-Promote continuous improvement



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			31 Mar 2011	Lorraine Coyne	The audit of the 20 service areas is	Analyse audit results and	Audit in progress results being analysed. Await	31 Mar 2011	No



programme of competitiveness reviews of selected services					nearing completion, services that are competitive will be disengaged from the process.	disengage services who are competitive from the process	information required requested the 28 January 2011.		
						Conduct one to one meetings with services to audit competitiveness	One to ones completed. Information being updated to complete the audit.	31 Mar 2011	Yes
						Oversee and review production of five Committee reports to May Committee Meetings	All reports reviewed and feedback provided.	30 Apr 2010	Yes
						Produce draft Plan for phase 2 of competitiveness reviews 2010/11	This will be delayed until all 21 services have been disengaged in the process.	31 Mar 2011	No
CED/PU/060/10-14 Deliver Phase 2 of benchmarking training - support and guidance for departments			31 Mar 2011	Lorraine Coyne	Draft learning materials produced training schedule in progress.	Design report for Strategic leadership Group on Benchmarking Learning and Development arrangements	Completed - discussed at August meeting.	07 Sep 2010	Yes
						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	Yes
						Develop learning and development materials for the training	This has started and will be completed by the end of November 2010.	30 Nov 2010	Yes
						Participate in national review of toolkit with SOLACE and Improvement Service	Improvement service working on toolkit. WDC developed own version.	31 Aug 2010	Yes
						Present toolkit to Corporate and Efficient Governance	Toolkit submitted to October 2010 Corporate and Efficient Governance committee.	02 Nov 2010	Yes

						committee in October 2010 for approval and comment			
						Present toolkit to strategic leadership group in June 2010	Toolkit submitted to the group in July 2010.	02 Jul 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	Continuous Improvement Strategy approved by Council on 25 August 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	Approved by Council on 25 August 2010.	31 Aug 2010	Yes
						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/PU/118/10-14 Develop a programme for options appraisal, a training programme and guidance			31 Jul 2011	Lorraine Coyne	Research completed approach identified on track to meet completion date.	Build option appraisal into committee reporting process	In progress	31 May 2011	No
						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

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 Mar 2011	Patricia Marshall	Q3 Update: Intranet redesign complete and development of new features and functionality in progress. Update of departmental content underway. Self service telephone database redesigned and testing complete. Planning for 'go live' launch underway	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	Yes
						Collate issues and requirements and submit to current provider		04 Jun 2010	Yes
						Cost and procure 3rd party services, as required		27 Aug 2010	Yes
						Deliver end user training		30 Sep 2010	Yes
						Deliver integration between Councils Intranet and Intellect Workforce Management staff portal	This milestone is part of the HR project (to install, test and roll out staff portal). Milestone will be included in alternate Covalent action	31 Mar 2011	Yes
						Deliver redesigned intranet pages to		29 Oct 2010	Yes



						allow content update to progress.			
						Deliver security functionality to manage permissions and access to restricted information, systems and data for both staff and partner organisations	30 Sept 2010. This functionality will be delivered at later stage in line with HR self service portal. Milestone date amended	31 Mar 2011	No
						Deliver Updated departmental content	22 Dec. Delay in delivery of new Intranet home page has delayed content input by departments. Milestone date changed	28 Jan 2011	Yes
						Establish information management roles and procedures and deliver appropriate training programmes		30 Nov 2010	Yes
						Market and launch new intranet	22 Dec. Milestone delivery date changed - delay in delivery of homepage by supplier impacted on input of departmental content	04 Feb 2011	Yes
CS/HROD/043/IP2 Establish a corporate behaviour and values framework for all managers and staff			31 Mar 2011	Tricia O'Neill	Draft PDP process, including core competency framework, developed and progressed for consultation with TU's. Project plan implemented for roll-out commencing April 2011.	Communicate framework to all managers via SMN.		31 Mar 2011	No
						Complete consultation and testing of core competency framework	Draft with TU's for consultation; pilot to be implemented within Corporate Services.	31 Jan 2011	Yes
						Complete development of leadership group behaviours	Leadership group behaviours tested within strategic leadership workstream; Elected Member consultation	28 Feb 2010	Yes

							directed through I&EE. Final version agreed at workstream meeting in June.		
						Develop draft core competency framework for all staff	Leadership group behaviours defined; draft core competency framework issued to TU's for consultation.	28 Feb 2010	Yes
CS/HROD/045/IP2 Implement revised performance and personal development framework		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;"><div style="width: 20px; height: 15px; background-color: #0070c0; display: flex; align-items: center; justify-content: center;">40%</div></div>	31 Mar 2011	Tricia O'Neill	Draft process and competency framework progressed through Employee Liaison group for TU consultation and report scheduled for next CEGC. Project plan implemented and testing phase underway aligned with pilot exercise within Corporate Services.	Agree revised framework at CEGC.	Report and draft framework scheduled for February 2011 C&EGC.	28 Feb 2011	No
						Communicate revised PDP framework through SMN.		31 Mar 2011	No
						Develop draft framework and process.	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
						Implement consultation process	Draft frameworwk progressed to TU's through Employee Liaison Grp	30 Nov 2010	Yes
						Implement organisational roll-out of framework		31 Mar 2011	No
CS/HROD/057/IP2 Identify leadership skills and behaviours and associated development programme to support strategic leadership and culture change.		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #0070c0; display: flex; align-items: center; justify-content: center;">100%</div>	31 Mar 2011	Tricia O'Neill	Leadership programme reviewed in conjunction with external provider. Revisions to programme delivery and remaining workshops completed and individual	Define skills and behaviours required to lead and support cultural change	Key skills and attributes defined and integratde 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	01 Apr 2010	Yes

					evaluation scheduled for March 2011.	leadership development programme	programme launched 1st April.		
						Programme in place to model and share good practice across the council	Programme incorporates 4 mixed cohorts & group development and coaching integrated within programme.	01 Apr 2010	Yes
						Review of effectiveness of programme in supporting culture change	Evaluation underway and due to complete prior to module 4 delivery in November.	30 Nov 2010	Yes




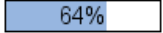
2-Corporate Assessment

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	Completed.	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: 66%;"><div style="width: 66%; background-color: #4F81BD; height: 10px;"></div></div> 66%	31 Mar 2011	Joyce White	Q3 Update: The budget 2011/12 will be agreed at Council on the 27th January 2011. The long term financial plan will then be updated and reported to Strategic Finance Working Group (SFWG) in March 2011.	Deliver training and information to members through the strategic finance working group on strategic financial issues	Complete.	31 Mar 2011	Yes
						Develop financial planning process through new commissioning strategies	Will be developed as part of the procurement engagement with PWC.	31 Mar 2011	No
						Develop framework to assist in the monitoring of	Reports will be presented to Council as part of the normal reporting	31 Aug 2010	Yes


						saving option targets within the budget process	mechanisms on a monthly basis.		
						Develop framework to assist in the setting, measuring and realisation of efficiency targets into the budget process	Work has been completed on this and reports have been presented to the SFWG. However, further development is ongoing with the new budget process and is on target to be in place for the monitoring of the 2011/12 budget.	31 Mar 2011	No
						Further develop linkages between budget planning, service planning and workforce planning	This is currently ongoing within the new budget process and is on target to be completed by 31 March 2011.	31 Mar 2011	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
						Review revenue income optimisation project and report findings to SFWG	Complete.	30 Sep 2010	Yes
						Set up finance sub group to complete work to advise SFWG	Complete.	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 asset management strategy - phase 1			31 Oct 2010	Jim McAloon; Elaine Melrose	Three workshops are organised for 14th, 15th and 21st September to develop with senior staff, members and partners a vision for the delivery of asset management within the Council. These sessions will contribute significantly with the development of our strategy and approach.	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	Yes
						Formation of core group	Core group meets every two weeks.	15 Jul 2010	Yes
						Phase 1 strategy considered by Council	Strategy approved by Council on 27/10/10	30 Oct 2010	Yes
						Strategy development workshop for key partners	The meeting with CPP Partner agencies took place on the 21 Sept. A sharing of plans regarding Asset Management concluded with the agencies agreeing to share information and look when appropriate to work together on joint approaches to Asset Management	15 Sep 2010	Yes
E/10-14SP/SE/01 Make further progress towards implementation of the strategic plan for the regeneration of the remaining schools in the estate			31 Dec 2014	David Clarke	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	Brock Bowling Green: Complete construction of new bowling green.		31 Oct 2011	No
						Brock Bowling Green: Start construction of new bowling green.		28 Feb 2011	No
						Earlier completed milestones	This milestone is required to show progress of earlier completed milestones which aren't shown here.	31 Jan 2011	Yes

					process for Dumbarton Academy in 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.		These will be documented in a separate covalent note.		
						Handover of pitches at St Peter the Apostle High School	Complete.	14 Sep 2010	Yes
						Increase in school occupancy levels - 3 secondary schools included in the Public Private Partnership (PPP) project.	Complete.	01 Aug 2009	Yes
						New Build Dumbarton Academy: Appoint Contractor.		30 Jun 2011	No
						New Build Dumbarton Academy: Completion of construction Phase 1 (new building handover)	Expected delivery of school June 2013	23 Dec 2012	No
						New Build Dumbarton Academy: Completion of construction phase 2 (demolition and externals).		19 Aug 2013	No
						New Build Dumbarton Academy: Completion of designs.	This refers to planning designs.	30 Sep 2010	Yes
						New Build Dumbarton Academy: Selection of most economically advantageous		30 Jun 2011	No

					tender.			
					New Build Dumbarton Academy: Start construction phase of new Dumbarton Academy.		03 Oct 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 & Bonhill): Commencement of construction.	Site commencement was 6 July for both schools.	30 Jun 2009	Yes
					Non-PPP primary projects (Goldenhill & Bonhill): Completion of designs.	Complete.	31 Mar 2009	Yes
					Non-PPP primary projects (Goldenhill & Bonhill): Delivery of schools.	Complete.	01 Aug 2010	Yes
					Phase 2 of schools regeneration: Completion of public consultation which commenced on 30/09/2008.	Completed June 2009.	31 Aug 2009	Yes
					Phase 2 of schools regeneration: Establishment of Member/Officer/Pub lic working group, Development of consultation strategy and Report to council on Phase 2.		31 Oct 2009	Yes

						PPP project completion - 1 primary & 1 Early Education and Childcare Centre (EECC).	Project completed on programme	07 Nov 2010	Yes
H/PM/01/SP10-14 Implement energy saving projects to assist in meeting the carbon reduction target		<input type="text" value="50%"/>	31 Mar 2011	John McKerracher	Projects await confirmation of funding sources availability from CEEF and Spend to Save budgets. All current projects and new projects will be re-assessed in order to prioritise our activity.	Identify and report on alternative project funding sources	Complete.	24 Aug 2010	Yes
						Progress energy reduction projects	Await funding source approval. The new Asset Management structure has recognised the importance of energy saving projects and will prioritise this activity throughout 2011	24 Mar 2011	No

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