

Appendix 1: Assurance and Improvement Plan

Generated on: 14 October 2010





1-Risk Assessment
1.1-Health & Wellbeing

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
SWH/AIP/001 Review of Community Plan Health and Wellbeing Indicators		<div style="width: 75%; background-color: #4f81bd; height: 15px; border: 1px solid black;"></div> 75%	02 Nov 2010	Moira Swanson	Issues identified and a revised set of measures agreed. Note: End date has been altered to 2 November - from 29 October - to align with a CMT date	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		02 Nov 2010	No
SWH/AIP/002 Review of Corporate Plan Health and Wellbeing Indicators			02 Nov 2010	Stephen West	Issues identified and a revised set of measures agreed.	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		02 Nov 2010	No
SWH/AIP/003 Review of Single Outcome Agreement Health and Wellbeing Indicators			31 Mar 2011	Stephen West	Meetings arranged for January & February 2011.	Consider options from existing revised Health and Wellbeing Indicators for inclusion as indicators for SOA2		31 Jan 2011	No
						Identify and recommend to CPP relevant indicators for SOA2		28 Feb 2011	No
SWH/AIP/004 Improve Citizens' Perceptions of Social Work and Health			31 Mar 2011	Stephen West	Departmental Management Team agreed Departmental	Agree and Implement Departmental Service Standards	Standards agreed and disseminated in August 2010.	30 Sep 2010	Yes

Services					Service Standards June 2010, Issued August 2010. Draft Public Information Strategy developed in 2009/10 and finalising September 2010 for implementation	Implement Public Information Strategy	Public Information Strategy reviewed Aug 2010 - Dissemination planned for end of September 2010. This process delayed slightly due to annual leave, revised target date 15 October 2010	15 Oct 2010	No
----------	--	--	--	--	--	---------------------------------------	---	-------------	----

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			31 Mar 2011	Jim McAloon		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		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		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31 Dec 2010	Jim McAloon		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 Schools, Michael Gill, Pamela Clifford and Jim McAloon. Others will be involved as required.	15 Sep 2010	Yes
						Strategy considered for approval by Council		31 Dec 2010	No
						Strategy development workshop for key partners		31 Oct 2010	No
AIP10 Develop robust plans to deliver development activity in key areas including place, people, businesses, partnership		<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px; width: 0%;"></div></div> 0%	31 Mar 2011	Jim McAloon		Develop plans for approval by key partners and the Council		28 Mar 2011	No
						Establish partnership forums for the four key areas from broad stakeholder groups		31 Dec 2010	No
						Scope activity / resource requirements		31 Jan 2011	No
H/FP/01/SP10-14		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31 Mar 2011	Jim McAloon		Contribute to	SDP Main Issues Report	30 Sep 2010	Yes



Contribute to preparation of GCV Strategic Development Plan and commence participation in WD Local Development Plan						preparation of SDP Main Issues Report	issued for consultation on 30/9/10.		
						Contribute to preparation of SDP Proposed Plan		31 Mar 2011	No
						Have discussed potential LDP main issues with all Key Agencies and Community Councils		31 Mar 2011	No
						Prepare detailed programme for preparation of LDP Main Issues Report		31 May 2010	Yes

1-Risk Assessment


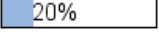
1.2-Regenerating & Growing Our Local Economy

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


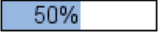


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/ED/01/SP10-14 Develop an Economic Strategy for the CVCPP			31 Mar 2011	Kevin Neeson	The Working Group are due to meet again 12/10/10. The desk top review has been completed. A Writing Group has been established to develop the Strategy and are progressing well. The Strategy Development Workshop will be arranged during November 2010.	Desk top review of all existing strategies and reports since 2008		31 Aug 2010	Yes
						Draft strategy circulated		31 Jan 2011	No
						Formation of working group		01 Apr 2010	Yes
						Scope out existing economic development activity across the partnership		30 Jun 2010	Yes
						Strategy approved by CVCPP		31 Mar 2011	No
						Strategy Development	Meeting of 17th September agreed	30 Sep 2010	Yes

						Workshop programme for partners	facilitated session on 12th October for writers group to prepare workshop. Presentation for final agreement to main Officers Group on 3d November. Workshop scheduled for 19th November, venue TBC.		
H/ED/02/SP10-14 Examine current business model for supporting businesses			31 Mar 2011	Kevin Neeson	Draft SLA for chamber of Commerce has been developed and awaits approval. Customer feedback questionnaire has been updated and will be sent out to clients during September 2010.	Contribute & agree SDA for Skills Development Scotland		31 Mar 2011	No
						Develop SLA for Chamber of Commerce		31 Aug 2010	Yes
						Obtain feedback from clients through customer feedback questionnaire & analyse results	Questionnaires issued 7.10.10. Returns now being received but analysis still required when returns are complete.	31 Oct 2010	No

1-Risk Assessment
1.3-An Improving Council


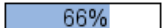
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/CP/011/10-14 Manage the delivery of new community engagement services for WDCPP			31 Oct 2011	Peter Barry	Progress with implementing CPP community engagement tender has been rapid and effective. ODS working in collaboration with forums themselves to agree the level of admin support	complete OJEU European tendering process and secure approval from Tendering Committee		26 May 2010	Yes
						Develop and implement learning programme for community forum members		31 Mar 2011	No
						Develop and		31 Mar 2011	No


					and scope out a learning programme, all Forums now participating. Learning programme for community forum members will commence soon. Community Forum members attended a training course on Covalent during July 2010.	support delivery of community engagement plan			
					Vale of Leven Chair has resigned. New chair and office bearers to be appointed.	draft paper for CPC with comparative costs for previous and current CE services		31 Oct 2010	No
					ODS assisting with establishment of a CPP Community Engagement Coordination Group. The membership and functions of the group are currently being designed. This group of officers from CPP partner agencies including several Council departments will serve to extend and strengthen the strategic and operational impact of the BVIP CE	Evaluate effectiveness of partner engagement and community forums using VOICE		31 Aug 2011	No
						Extend membership of community forums		30 Jun 2011	No
						Manage interface between different community engagement structures		31 Oct 2011	No
						Provide administrative support for community forums		31 Aug 2010	Yes
						Support coordination of CPP partner engagement		31 Dec 2010	No
						Support CPP partner agencies and community forums to feedback to wider community		31 Mar 2011	No

					workstream				
CED/PU/175/10-14 Implement Phase 1 of PSIF			31 Mar 2011	Lorraine Coyne	All PSIF strategic self evaluations are completed, improvement plans for Corporate Services and the Chief Executive's Department are nearing completion	Agree scope of PSIF review with the CPP	Meeting with Improvement service taken place to agree scope		Yes
						All strategic PSIF improvement plans to be agreed at relevant committee	Chief Executive's Department and Corporate Services improvement plans scheduled to go to the November 2010 Corporate and Efficient Governance Committee	30 Dec 2010	No
						Complete all strategic PSIF reviews (except CPP)	Completed	31 Jul 2010	Yes
						Complete pilot review of CPP using PSIF with the Improvement service	Scheduling to be discussed with CPP Board		No
						Evaluate Phase 1 strategic reviews	This will be completed once all strategic improvement plans have been agreed at relevant service committees	30 Mar 2011	No
						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 support for common areas for improvement from Improvement Plans	Report will be prepared for the CMT once all plans are agreed at committee	30 Nov 2010	No
CED/RP/001/10-14 Develop key			31 Oct 2010	Lorraine Coyne	Action fully completed.	Consult with departments on any	Departments consulted during May 2010	31 May 2010	Yes



corporate performance indicators for 2010/11					Revised set of measures for Quarter 1 2010/11 reported to the Audit & Performance Review Committee on 8 September 2010	amendments to measures used for 2009/10			
						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 comments	Council meeting on 30 June 2010 agreed to changes suggested by Social Work	30 Jun 2010	Yes


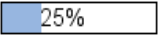


2-Corporate Assessment
 2.1-Vision & Strategic Direction
 (i)-Improve member / officer relations

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			30 Sep 2010	Lorraine Coyne	All relevant support structures in place with the exception of peer support via IS. Design of development day for CMT & Administration underway and delivery scheduled for October.	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	Critical Friend approaches have been made to COSLA, we await responses	30 Sep 2010	No
						Formalise arrangements with IS for Leader's peer support		30 Jun 2010	Yes
						Formalise arrangements with IS for Members' peer support	Peer Support approaches have been made to several Councils, to date we have received one response but are following up with other Councils	31 Aug 2010	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


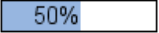

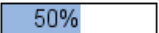
CED/PU/171/10-14 Evaluate effectiveness of Improvement & Efficiency Executive and implement areas requiring improvement		0%	31 Mar 2011	David McMillan		A review of the I&EE will be undertaken by 31 March 2011 to assess if the new quarterly timetabling is effective		31 Mar 2011	No
						Develop questionnaire to be used to consult members on their perception of the I&EE		31 Jan 2011	No

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


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
AIP02 Drive the strategic intent and direction based on Council's vision and financial challenges		80%	31 Oct 2010	Lorraine Coyne	Staff and public consultation forums completed. Report on outcomes of staff consultation complete and evaluation of public events underway. Full report on outcomes to be presented to Strategic Finance Working Group on 1/10/10.	Complete public consultation	Public consultation process completed 15/09/10	30 Sep 2010	Yes
						Complete staff consultation process		31 Aug 2010	Yes
						Develop framework and plan for budget consultation process		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 consultation outcomes into budget options process		31 Oct 2010	No
AIP04 Implement leadership and		0%	31 Mar 2011	Tricia O'Neill	Management development	Cascade to Progressive		30 Nov 2010	No

management development strategy					programmes implemented up to March 2011. Structure for leadership programme reviewed and revisions made to programme format and delivery to end February 2011. Each strand will be developed into a broad strategy which aims to set out a clear purpose and approach to leadership and management development across the Council; cascade to senior managers rescheduled to early November.	Leadership programme.			
						Develop draft strategy	Plan for delivery of management development programmes implemented up to March 2011. Structure and delivery of leadership programme reviewed with programme provider and revisions made to original format; planned programme in place until end February 2011.	15 Nov 2010	No
						Evaluate impact of leadership development and report to CMT		31 Mar 2011	No
						Evaluate staff perception of leadership through targeted pulse survey		31 Jan 2011	No
AIP05 Implement annual performance and development cycle for CMT			30 Jun 2011	David McMillan	Recruitment Committee agreed objectives for Chief Executive and Executive Directors on 22 and 23 June 2010.	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 progress against objectives		31 Oct 2010	No
AIP06 Monitor			30 Nov 2010	Lorraine Coyne		Develop and	The BVIP has been	30 Sep 2010	Yes


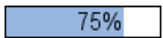
operational effectiveness and performance in delivering best value						implement revisions to monitoring and reporting framework for BVIP	streamlined and both this report and the AIP are reported quarterly to the I&EE and Council		
						Develop role of Challenge Panels	Revised report to SLG on 2 November 2010	30 Oct 2010	No
						Implement pilot exercise	SLG will determine which services will be subject of the initial pilot	30 Nov 2010	No
AIP08 Develop a Consultation Plan to involve all Elected Members, staff and stakeholders in a review of the mission, vision and values			30 Jun 2011	Lorraine Coyne		Consider results of consultation in formulating the vision, values and mission statements		31 Dec 2010	No
						Determine appropriate consultation methodology		30 Nov 2010	No
						Determine list of all stakeholders to be consulted		31 Oct 2010	Yes
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		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		14 Apr 2010	Yes
						Run Business day 15/9/10 - Topic Asset Management/Community Engagement/ASB/B		15 Sep 2010	Yes

						Budget Roadshows			
						Run Business Day 16/6/10 - Topic Financial Situation		16 Jun 2010	Yes
						Run Business day 17/11/10 - Topic TBC		17 Nov 2010	No
						Run Business day Feb 2011 - Topic and date TBC		28 Feb 2011	No
CED/PU/116/10-14 Present analyses of key emerging issues to the CE, CMT and elected members to assist in establishing priorities and targets to support the Councils strategic objectives.			31 Mar 2011	Lorraine Coyne	CMT and elected members briefed on latest population forecasts unemployment levels and life expectancy.				
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	Consult Members and Senior Managers on the Strategic priorities 2010/11		31 May 2010	Yes
						Develop monitoring arrangements for the Strategic Priorities	Arrangement for monitoring to be discussed at the Strategic Leadership Group 7 Sept 2010 - Agreed to monitor using PID document	31 Aug 2010	Yes
						Report progress to SLG on a Quarterly (?)basis		31 Oct 2010	No
						Report to Council on suggested priority areas		30 Jun 2010	Yes


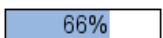
2-Corporate Assessment
 2.1-Vision & Strategic Direction
 (iii)-Improve the SOA process




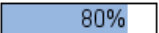
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/CP/001/10-14 Oversee the development, monitoring and reporting of the SOA		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">50%</div>	31 Mar 2011	Lorraine Coyne	progressing well and on target	Approve six thematic group performance management reports relating to CPP programmes	Work begins in November	31 Mar 2011	No
						Approve six thematic group performance management reports relating to CPP programmes	Awaiting final reports from thematic groups	25 Oct 2010	No
						Approve six thematic group performance management reports relating to CPP programmes	Six thematic group reports submitted to Exec Group and Strategic Board for scrutiny	23 Jul 2010	Yes
						Submit draft SOA report (2009/10) to Scottish Government	Submitted on time	30 Sep 2010	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/CP/006/10-14 Complete and oversee the implementation of the CPP Partnership Agreement			31 Mar 2011	Lorraine Coyne	comprehensive partnership agreement in place that meets with CIPFA and SOLACE standards of good governance in partnerships, development programme for its full implementation progressing on target	design development programme for wider CPP in respect of forward planning and implementing partnership agreement	progressing and nearing completion	31 Aug 2010	Yes
						draft partnership agreement in consultation with PA working group	comprehensive partnership agreement drafted meeting with CIPFA good governance standards	01 Apr 2010	Yes
						Facilitate development programme to ensure effective implementation of Partnership Agreement	progressing on target	31 Mar 2011	No
						Secure CPP approval for Partnership Agreement	CPP Strategic Board approved Partnership Agreement at its meeting in May 2010	11 May 2010	Yes

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





Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/PU/092/10-14 Develop and implement the			31 Mar 2011	Colin McDougall	A report seeking approval of the Corporate Plan	Agree any changes to corporate themes, priorities,	Changes agreed and report submitted to September Council. Plan	31 Aug 2010	Yes

corporate planning process for 2011/15					2011/15 was submitted to Council on 29 September 2010. This was agreed with some minor amendments which have been incorporated in the Covalent scorecard in readiness for distributing to departments to form the basis of their departmental plan scorecards for 2011/15.	objectives, PIs, and targets	approved subject to changes to 3 objectives - schools estate, early years, and educational attainment in lowest performing secondary school pupils. Changes reflected in Covalent.		
						Produce revised Corporate Plan 2011/15		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		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. Quick facts will not be published this year due to budget cuts. Therefore, this action has been progressed as far	Produce and distribute Quick Facts	"Quick Facts" is an abbreviated version of the Social and Economic Profile. This has not been produced this year due to budget constraints	31 Aug 2010	No
						Produce population data for publication for intra/internet			Yes
						Publish and		30 Oct 2010	Yes

					as it will go this year and progress will now remain at 80%.	distribute the SEP internally and externally to coincide with the joint planning and budgeting guidance being issued.			
						Research content for SEP		31 Aug 2010	Yes
						Write profile		30 Sep 2010	Yes


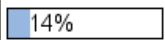
2-Corporate Assessment
2.2-Performance Management & Improvement
(ii)-Improve accountability to all stakeholders

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/IA/001/10-14 Implement a systematic Audit of Covalent		<input type="text" value="0%"/>	31 Mar 2011	Lorraine Coyne	This work will be carried out once the re-launched Covalent Group has met several times and considered various issues which can be assessed against actual system usage.	Carry out audit work		31 Mar 2011	No
						Design audit methodology for required work		31 Dec 2010	No
						Prepare and issue audit report		31 Mar 2011	No
CED/PU/052/10-14 Refine public performance reporting strategy including reporting at a corporate level and oversee implementation		<input type="text" value="0%"/>	31 Mar 2011	Lorraine Coyne	Review to be commenced shortly following recent Public Performance Report 2009/10. This will help to inform the publication for 2010/11.	Produce report on outcomes of review		31 Mar 2011	No
						Undertake review		31 Dec 2010	No
CED/PU/090/10-14		<input type="text" value="75%"/>	31 Dec 2010	Colin McDougall	As part of the SPI	Produce and		31 Dec 2010	No

Implement revised Public Performance Reporting arrangements at a corporate level for the Council					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 will be distributed within the next few months.	distribute hard copies to libraries, WDC receptions etc			
						Produce draft publication for design and print	CC&M have suggested that we don't design the publication but leave as is (produced in Word) due to resource issues. With Colin for decision.	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			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		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/164/10-14 Evaluate Covalent training			31 Mar 2011	Colin McDougall	A survey of Covalent Users has been carried out. Results will be analysed and an evaluation questionnaire for training produced.	Evaluate Covalent User Survey responses	Original date of 31 Aug revised to 30 Nov to account for leave, immediate deadlines - JP&BG, Corp Plan 11/15, PPR etc - followed by year end progress reports for corporate and	30 Nov 2010	No


							departmental plans due Oct. This does not impact on the overall action date.		
						Produce evaluation questionnaire for training	Original date of 31 Aug revised to 30 Nov to account for leave, immediate deadlines - JP&BG, Corp Plan 11/15, PPR etc - followed by year end progress reports for corporate and departmental plan due Oct. This does not impact on the overall action date.	30 Nov 2010	No
						Produce report for CMT		31 Mar 2011	No


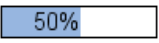

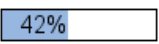
2-Corporate Assessment
2.2-Performance Management & Improvement
(iii)-Improve risk management

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/RM/001/10-14 Review approach to strategic risk management including recommendations of the risk management review			30 Jun 2011	Colin McDougall	Report on proposals for risk management working group being prepared for consideration by the CMT	Develop a new policy statement and framework that reflects the International Standard (ISO 31000) for risk management.		28 Feb 2011	No
						Develop a risk management architecture that includes resources, roles and responsibilities, arrangements for training, partnerships and projects.		30 Apr 2011	No

						Establish and train a new risk management working group		31 Jan 2011	No
						Obtain CMT approval for the establishment of a new risk management working group		31 Oct 2010	No
						Review and amend the current risk management strategy		31 May 2011	No
						Review and refresh current protocols for the Council's risk methodology.		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


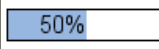

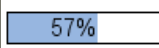
2-Corporate Assessment
2.2-Performance Management & Improvement
(iv)-Improve performance and quality


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		<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #e0e0e0; position: relative;"> 33% </div>	31 Mar 2011	Lorraine Coyne	Report submitted to meeting of Improvement &	Prepare report to Improvement & Efficiency Executive		31 Dec 2010	No


progress of the Best Value Improvement Plan					Efficiency Executive held on 30 September 2010	- December 2010			
						Prepare report to Improvement & Efficiency Executive - March 2011		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 roll out to services per the CI Strategy began in September 2010	Appoint new team to progress roll out	Team appointed	30 Jun 2010	Yes
						Complete programme of reviews from September 2010 to May 2011		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
CED/PU/174/10-14 Evaluate strategic PSIF reviews and implement improvements to the self assessment process			30 Nov 2010	Lorraine Coyne	Evaluations will be completed once all Departments have reported to respective committees	Build evaluation results into the phase 2 PSIF service review process	Elements of lessons learned been built into service review process	31 Jul 2010	Yes
						Evaluate CED review process	Will commence once all plans agreed at committee	30 Nov 2010	No
						Evaluate CMT review process	Will commence once all plans agreed at committee	30 Nov 2010	No

						Evaluate Corporate services review process	Will commence once all plans agreed at committee	30 Nov 2010	No
						Evaluate HEEDS review process	Will commence once all plans agreed at committee	30 Nov 2010	No
						Evaluate sample of PSIF training and facilitation	Evaluated training at Senior Managers Network and sample of PSIF training	30 Oct 2010	Yes
						Evaluate SW&H review process with the Improvement service	Review completed by SWIA and the improvement service very successful	31 Jul 2010	Yes


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


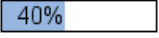
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/PU/058/10-14 Develop Phase 2 programme of competitiveness reviews of selected services			31 Mar 2011	Lorraine Coyne	All 21 reports reviewed, await committee decisions to allow progression of phase 2	Oversee and review production of five Committee reports to May Committee Meetings	All reports reviewed and feedback provided	30 Apr 2010	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	Toolkit will be submitted to the Corporate and Efficient Governance committee in October 2010. Training resources have been agreed.	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	Draft training programme designed and submitted to competitiveness group on	30 Jun 2010	Yes


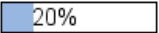
						the 21 priority services	the 30th July 2010		
						Develop learning and development materials for the training	This has started and will be completed by the end of November 2010	30 Nov 2010	No
						Launch at Senior Managers Network	Will take place in November/December 2010 once toolkit has been considered and approved by committee	31 May 2010	No
						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 committee in October 2010 for approval and comment	Toolkit submitted to October 2010 Corporate and Efficient Governance committee	02 Nov 2010	No
						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)		<div style="background-color: #ADD8E6; width: 50px; text-align: center;">100%</div>	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	Consulted Directors and HOS scheduled for C&EG committee in August 2010		Yes
						Develop programme of reviews covering	Draft programme developed	31 Aug 2010	Yes


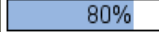
						elements of the 4c's			
CED/PU/118/10-14 Develop a programme for options appraisal, a training programme and guidance		<input type="text" value="0%"/>	31 Jul 2011	Lorraine Coyne	This work is in progress and will continue during 2011	Build option appraisal into committee reporting process	In progress	31 May 2011	No
						Develop option appraisal toolkit as follow on from the benchmarking guidance and incorporate into procurement strategy	Research work in progress	30 Jun 2011	No
						Provide training for option appraisal		31 Jul 2011	No

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



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
BVIP/013/10-11 Redesign, develop and re-launch Intranet as a West Dunbartonshire portal with information for staff and partners		<input type="text" value="50%"/>	31 Dec 2010	Patricia Marshall	Q2 Update: End User training provided during August 2010 to allow departmental content to be renewed and updated. Draft redesign developed and awaiting user signoff. System upgrade and testing 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		04 Jun 2010	Yes


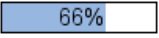
						submit to current provider			
						Cost and procure 3rd party services, as required		27 Aug 2010	Yes
						Deliver end user training		30 Sep 2010	Yes
						Deliver integration between Councils Intranet and Intellect Workforce Management staff portal	This milestone is dependant on separate HR project to install, test and roll out staff portal	30 Nov 2010	No
						Deliver redesigned intranet (including design, development, test and training)		29 Oct 2010	No
						Deliver security functionality to manage permissions and access to restricted information, systems and data for both staff and partner organisations	30 Sept 2010. This functionality will delivered at later stage in line with HR self service portal. Milestone date amended	30 Nov 2010	No
						Establish information management roles and procedures and deliver appropriate training programmes		30 Nov 2010	No
						Market and launch new intranet		10 Dec 2010	No
CS/HROD/043/IP2 Establish a corporate behaviour and values framework for all			31 Mar 2011	Tricia O'Neill	Q2 Update: Core behaviour framework developed as part	Communicate to all managers via SMN.		30 Nov 2010	No
						Complete pulse survey to evaluate		31 Mar 2011	No

managers and staff					of revised PDP process and draft framework and implementation plan will report to October Corp & Efficient Governance Committee. Report on leadership group behaviours will be presented through Member's Business Day in November.	change in management practice and behaviours.			
					Develop draft of core behaviour framework for managers and staff	Leadership group behaviours defined; development of individual behaviours in progress.	28 Feb 2010	Yes	
					Implement core behaviour framework for all staff through PDP.	Report on draft framework to October CEGC.	30 Nov 2010	No	
					Initiate testing group; agree final version	Leadership group behaviours tested within strategic leadership workstream; Elected Member consultation directed through I&EE. Final version agreed at workstream meeting in June.	28 Feb 2010	Yes	
CS/HROD/045/IP2 Implement revised performance and personal development framework			31 Mar 2011	Tricia O'Neill	Q2 Update: Report on revisions to PDP framework, draft framework, and implementation plan, scheduled for October C&EGC.	Agree revised framework at CEGC.	Report and draft framework scheduled for October C&EGC.	31 Oct 2010	No
						Communicate revised PDP framework through SMN.		30 Nov 2010	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
						Evaluate implementation and effectiveness of framework; report to CMT		31 Mar 2011	No

						Implement supporting development programme for all staff.		30 Nov 2010	No
CS/HROD/057/IP2 Identify leadership skills and behaviours and associated development programme to support strategic leadership and culture change.			31 Mar 2011	Tricia O'Neill	Q2 Update: Progressive Leadership programme continues with 3 modules now complete. Individual feedback and support being provided through external assignment process and coaching support. Review and evaluation of programme progress-to-date underway and will complete by end of October. Outcomes will be incorporated within leadership and management development strategy.	Define skills and behaviours required to lead and support cultural change	Key skills and attributes defined and integrated within leadership development programme.	15 Dec 2009	Yes
						Development of programme to support development of required skills and behaviours	Programme development complete.	31 Jan 2010	Yes
						Launch of strategic leadership development programme	Leadership development programme launched 1st April	01 Apr 2010	Yes
						Programme in place to model and share 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	No


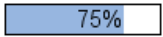
2-Corporate Assessment
2.3-Use of Resources - Finance


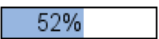
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
BVIP/006/10-11 Review Long Term			30 Jun 2010	Joyce White	Completed.	Review strategy following council tax	Updated and reported to Strategic finance working	30 Jun 2010	Yes

Financial Strategy 2010-14 in accordance with the agreed framework						setting 28/1/10	group April 2010 - to be reviewed by SFWG every 3 months thereafter		
BVIP/007/10-11 Continue to develop the 10 year Financial Strategy			31 Mar 2011	Joyce White	Q2 Update: The financial strategy continues to be developed and reported to the SFWG. Due to the output of the strategy, the reporting timetable for the budget 2011/12 has been brought forward, leading to a special council meeting on 14 October 2010.	deliver training and information to members through the strategic finance working group on strategic financial issues		31 Mar 2011	Yes
						develop financial planning process through new commissioning strategies		30 Nov 2010	No
						develop framework to assist in the monitoring of saving option targets within the budget process	Reports will be presented to Council as part of the normal reporting mechanisms on a monthly basis	31 Aug 2010	Yes
						develop framework to assist in the setting, measuring and realisation of efficiency targets into the budget process		31 Dec 2010	No
						further develop linkages between budget planning, service planning and workforce planning		31 Dec 2010	No
						preparation of a report to the CMT of an outline approach to commissioning strategies	Report being considered by the CMT and it is anticipated that this will be presented to the August Council	30 Jun 2010	Yes
						review budget process and budget	report due to SFWG in June 10	30 Jun 2010	Yes

						timetable for 2011/12 and thereafter			
						review revenue income optimisation project and report findings to SFWG		30 Sep 2010	Yes
						set up finance sub group to complete work to advise SFWG		30 Jun 2010	Yes


2-Corporate Assessment
2.4-Use of Resources - Assets





Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
AIP11 Develop a corporate 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		30 Oct 2010	No
						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	There is significant progress in building the new schools. Handover of 3 secondaries (PPP) and 2 primaries (Traditional procurement) is due in summer 2009 and 1 primary (PPP) is due in October 2010.	Brock Bowling Green: Agree lease conditions so that the tendering processing can continue to build the new facility.	Lease agreed with Brock Bowling Green on 15 June 2010.	30 Jun 2010	Yes
						Brock Bowling Green: Complete construction of new bowling green.		30 Sep 2011	No
						Brock Bowling Green: Re-locate to the new facility.		31 Oct 2011	No
						Brock Bowling Green: Start construction of new bowling green.		01 Feb 2011	No
						Handover of pitches at St Peter the Apostle High School		14 Sep 2010	Yes
						Increase in school occupancy levels - 3 secondary schools included in the Public Private Partnership (PPP) project.		01 Aug 2009	Yes
						New Build Dumbarton Academy: Appoint Contractor.		01 May 2011	No
						New Build Dumbarton Academy: Completion of construction Phase 1 (new building handover)	Expected delivery of school June 2013	01 Aug 2012	No
New Build Dumbarton		01 Mar 2013	No						

						Academy: Completion of construction phase 2 (demolition and externals).			
						New Build Dumbarton Academy: Completion of designs.	This refers to planning designs.	30 Sep 2010	Yes
						New Build Dumbarton Academy: Development of funding package.	Limited funding offer made by Scottish Government	28 Sep 2009	Yes
						New Build Dumbarton Academy: Identification of appropriate site.	The preferred site will be the existing site on Crosslet Road.	31 Dec 2008	Yes
						New Build Dumbarton Academy: Meeting with Cabinet Secretary to discuss possible funding.		09 Aug 2008	Yes
						New Build Dumbarton Academy: Obtain planning permission.		31 Mar 2011	No
						New Build Dumbarton Academy: Obtain Tendering Committee approval.		30 Apr 2011	No
						New Build Dumbarton Academy: Procure and appoint design team.		30 Nov 2010	No

						New Build Dumbarton Academy: Selection of most economically advantageous tender.		31 Mar 2011	No
						New Build Dumbarton Academy: Start construction phase of new Dumbarton Academy.		31 May 2011	No
						Non-PPP primary projects (Goldenhill & Bonhill): Appointment of contractor.	Approved at Tendering Committee on 13/05/2009. Site start middle of June 2009.	31 Mar 2009	Yes
						Non-PPP primary projects (Goldenhill & 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.		01 Aug 2010	Yes
						Non-PPP primary projects (Goldenhill & Bonhill): Tender re-issue.		30 Nov 2008	Yes
						Phase 2 of schools regeneration: Commencement of public consultation.		30 Sep 2008	Yes
						Phase 2 of schools	Completed June 2009.	31 Aug 2009	Yes

						regeneration: Completion of public consultation.			
						Phase 2 of schools regeneration: Development of consultation strategy.		01 Sep 2008	Yes
						Phase 2 of schools regeneration: Establishment of Member/Officer/Public working group.		01 May 2008	Yes
						Phase 2 of schools regeneration: Report to council on Phase 2.		31 Oct 2009	Yes
						PPP project completion - 1 primary & 1 Early Education and Childcare Centre (EECC).		07 Nov 2010	No
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	Identify and report on alternative project funding sources		24 Aug 2010	Yes
						Progress energy reduction projects		24 Mar 2011	No

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

