

Appendix 1 Assurance and Improvement Plan Update for 2011/12 – Scorecard Report



Generated on: 19 September 2011

1-Outcome Areas
1.1-Regenerating & Growing Our Local Economy
(i)-Reduce unemployment and benefit dependency

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
RBP/11-12/005 Develop a new co-ordinated approach to managing, funding and delivering CL&D, Advice Services and Employability Services within the Chief Executive's Department			31-Mar-2012	Lorraine Coyne	Progress is being made in developing a new co-ordinated approach to services. Managers of CL&D, Advice Services and Employability are meeting on a regular basis to ensure the ongoing development of service co-ordination and client assessment. Progress was also reported to the CPC on 9 May.	Align and merge ex-CHCP Community Work team with ex-ELL Community Development team, to create single community development team within CL&D	Transfer progressing to plan. Due date was extended to 30 September to allow time for full staff consultation on revised structure for CL&D which incorporates the ex-CHCP Community Work Service.	30-Sep-2011	Yes
						Commence new two year European and CPP funded employability programme based on new service delivery models including developing increased coordination and single entry system	Progressing to plan, high quality applications for posts, recruitment and induction of full staff team completed.	31-Mar-2012	No


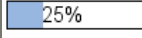
						between 2011 and 2013			
						Develop strategic vision for the coordinated and joined up delivery by all relevant service areas	The strategic vision behind the service transfers have been described in a comprehensive paper that has now been approved by the CPP and Community Participation Committee.	30-May-2011	Yes
						Manage initial transfer of staff and budgets to CED	Transfer of all 3 services and budgets now complete. Significant and complex challenges ahead to reconcile a range of large budgets to meet with additional financial controls established by CPP.	30-Apr-2011	Yes
						Review current structure, strategic and operational priorities, budgets, and barriers and enablers within each individual service area with a view to preparing for more aligned collaborative working arrangements with other transferred service areas	Progressing to plan. A major development day was held on 23 August involving staff from all service areas to better understand strategic direction, analyse current strengths and weaknesses and plan improvements to respond to new operational demands. Further development sessions involving staff at all levels of the service are planned for the	30-Sep-2011	Yes


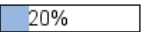


							coming months.		
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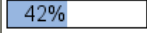
1-Outcome Areas

1.1-Regenerating & Growing Our Local Economy

(ii)-Regenerate in a properly planned, co-ordinated, inclusive and sustainable manner

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/2011/ED/01 Develop successful partnership models to enable the delivery of key regeneration sites			31-Mar-2012	Michael McGuinness	Part of Economic Development Strategy Action Plan to enable progress on major development sites.	Agree Developers Protocol	It is intended to present the protocol formally to all developers and land owners. Developers have already been receiving a copy of the protocol informally for their comments.	14-Oct-2011	No
						Establish formal working group/regular liaison meetings for all key sites	A developers protocol has been produced and this is being circulated to all developers of key development sites. It outlines a new service to developers and landowners in terms of pre-application advice and an aftercare service whereby a regular meeting forum is held with key Council officers to bring forward development proposals and progress existing permissions on key development sites. These groups are presently being set	30-Jun-2011	Yes


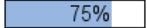


							up.		
							Review Protocol following consultation with developers and amend appropriately	04-Nov-2011	No
							Undertake end of year review of liaison meetings and annual report on their effectiveness	30-Mar-2012	No
H/2011/ED/04 Prepare an Infrastructure Investment Plan			31-Mar-2012	Michael McGuinness	Part of Economic Development Strategy Action Plan to enable delivery of major development sites.	Complete research and baseline work	Research for the TIF proposal at Lomondgate (ED/02) has informed this work.	30-Sep-2011	No
						Establish a working group	The working group has now been established. The first meeting took place on 19th July 2011.	31-Jul-2011	Yes
						Prepare draft plan		30-Nov-2011	No
						Report to HEED Committee for approval		01-Mar-2012	No
						Undertake consultation		31-Jan-2012	No
H/2011/ED/12 Investigate the feasibility of new industries as key growth sectors for West Dunbartonshire			31-Mar-2012	Michael McGuinness	This has been identified as an action through the Economic Development Strategy. A working group will be established in the near future.	Conduct feasibility review of new industries as key growth sectors		29-Feb-2012	No
						Establish working group	First Meeting arranged with SRC/Clydebank Rebuilt/WDC in early September 2011	31-Aug-2011	Yes
						Report results and develop action plan		31-Mar-2012	No

H/2011/ED/18 Establish the West Dunbartonshire Business and Employment Task Force			31-Mar-2012	Elaine Melrose	The West Dunbartonshire Business and Employment Task Force will engage key partners at the highest level across all sectors to promote/secure commitment and investment to able economic growth.	Consider public relations and communication strategy to support the aims of the Task Force	Discussion with P.R. to develop strategy being arranged	30-Sep-2011	No
						Design performance management framework to track progress		31-Oct-2011	No
						Develop proposals and brief for Task Force	Complete	31-Jul-2011	Yes
						Engage with identified individuals from business, government agencies, 3rd sector, Scottish Government etc to secure commitment from key players	Individuals are being identified as suitable for participation on task force	31-Aug-2011	Yes
						Establish proposed governance arrangements and research core data requirements to support task force		31-Jul-2011	Yes
						Facilitate task force activity to enable delivery of priority actions once established		31-Mar-2012	No
						Launch Task Force		30-Sep-2011	No



1-Outcome Areas

1.1-Regenerating & Growing Our Local Economy

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

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/2011/ED/08 Review Dumbarton & Alexandria Town Centre Masterplans			31-Mar-2012	Michael McGuinness	Dumbarton Review held up due to recent change in ownership of Artizan Centre.	Assess progress of desk based reviews and agree timescales for remaining work.	Review work is underway. Dumbarton Review held up due to recent change of ownership of Artizan Centre.	12-Sep-2011	Yes
						Commence desk-based review and research best practice	Work commenced July 2011.	31-Jul-2011	Yes
						Commence preparation of review report with key recommendations.	Report will be completed by end of October 2011.	31-Aug-2011	Yes
						Complete reports.	On completion, reports will be circulated and next steps agreed.	31-Oct-2011	No
H/2011/ED/10 Develop strategic marketing campaign that promote West Dunbartonshire for tourism and business investment			31-Mar-2012	Michael McGuinness	This action is linked to the Economic Development Strategy Action Plan. A working group is currently being established.	Develop draft marketing campaign		31-Oct-2011	No
						Establish Strategic Working Group	Working group established with 1st meeting mid-Sept 2011 (internal WDC)	31-Aug-2011	Yes
						Implement marketing campaign		31-Mar-2012	No


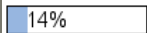
1-Outcome Areas
1.2-Affordable and Sustainable Housing


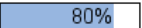


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/2011/HS/05 Complete our Local Housing Strategy and submit to the Scottish Government			30-Nov-2012	Helen Turley	Housing Issues Paper has been widely circulated and consultation events are taking place in June. First stage of consultation will end on the 15th July.	Agree and circulate a Housing Issues Paper to commence consultation on the LHS	Complete.	31-May-2011	Yes
						Carry out 2nd stage consultation on LHS		31-Oct-2011	No
						Carry out First Stage Consultation	Three deliberative events held in each of the main settlement areas, feedback from these and other consultation vehicles will inform the draft LHS to be published in September	15-Jul-2011	Yes
						Distribute Draft LHS to inform second stage consultation		30-Sep-2011	No
						Report LHS to HEED Committee for approval		09-Nov-2011	No
						Submit West Dunbartonshire's Local Housing Strategy to the Scottish Government		30-Nov-2011	No


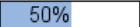

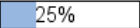
H/2011/HS/21 Progress activity to implement Standard Delivery Plan for Housing		<input type="text" value="0%"/>	31-Mar-2012	Helen Turley	Progress of the milestones attached to this action is monitored, in detail, through the Housing & Community Safety Operational Plan.	Agree and implement 3 year rolling Capital Programme 2012-2015		30-Nov-2011	No
		Augment contingency proposals to reflect outcomes of discussions with partners					30-Nov-2011	No	
		Consult with Scottish Government officials and Scottish Housing Regulator with regard to contingency proposals					30-Sep-2011	No	
		Develop Contingency Plan and retention model options (Plan B)					31-Oct-2011	No	
		Facilitate transfer of up to 45% of stock to ballot stage					31-Mar-2012	No	
		Secure support for contingency plan through Scottish Housing Regulator					31-Dec-2011	No	
Homeless 2.5.2. Establish a model to determine the requirements for temporary accommodation provision to meet current and future need in West Dunbartonshire		<input type="text" value="20%"/>	31-Dec-2011	Helen Turley	Arneil Johnstone have been commissioned to develop such a model which will inform the development of a Temporary	Initial Meeting held with Scottish Government	Complete.	31-Mar-2009	Yes
						Model produced as part of temporary accommodation strategy	Arneil Johnstone commissioned to develop model which will inform the development of a	30-Sep-2011	No


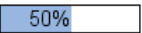

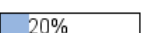
					Accommodation Strategy		temporary accommodation strategy		
						Temporary Accommodation Strategy produced	New action temp accommodation strategy to be produced.	31-Dec-2011	No


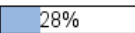
1-Outcome Areas
1.3-An Improving Council

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/CM/003 Work in partnership with ICT to overhaul the Council website including a redesign, improved content, increased engagement and the creation of a more useful resource for residents and stakeholders.			31-Mar-2012	Lorraine Coyne	Milestones will be reviewed once a project plan is provided by the contractors.	Begin training sessions for staff involved in the new website		19-Oct-2011	No
						Complete the handover phase to include content input and web optimisation.		31-Oct-2011	No
						Hold a scoping meeting with contractor's Innovation Digital to determine the priorities for the new website	Complete.	12-Apr-2011	Yes
						Launch the new internet site		20-Dec-2011	No
						New website goes 'live' to West Dunbartonshire Council although not to the public.		07-Nov-2011	No
						Receive a test site from Innovation Digital to test for functionality and		05-Oct-2011	No

						content			
						Sign off mock 'wire-frames' of the proposed new website	Complete.	04-Jul-2011	Yes
CED/11-15/RP/002 Develop key corporate performance indicators for 2011/12 and subsequent years			31-Mar-2012	Lorraine Coyne	The key corporate performance indicators for 2011/12 were approved at the Council meeting on 30 March 2011.	Circulate proposed measures to CMT for consideration	Details of measures passed to CMT for their consideration.	30-Apr-2011	Yes
						Consult with departments on any changes to measures used for 2010/11	Departments contacted and proposed amendments provided by 18 February 2011.	30-Apr-2011	Yes
						Initiate 2012/13 process in view of actual experience of revised measures	Process scheduled to take place during last quarter of 2011/12.	31-Mar-2012	No
						Submit proposed measures to Audit & Performance Review Committee for comment	A report on the proposed KCPIs for 2011/12 was submitted to the Audit & Performance Review Committee on 16 March 2011.	30-Apr-2011	Yes
						Submit proposed measures to Council for approval	Complete.	30-Apr-2011	Yes
CED/11-15/RP/036 Ensure Elected Members are fully briefed about developments in Clyde Valley Shared Services			31-Mar-2012	Lorraine Coyne	At the Council meeting on 31st August 2011, the Clyde Valley Shared Services proposals were unanimously rejected by Elected Members. West Dunbartonshire Council has now withdrawn from the Shared Services	Develop a Business Day session for Elected Members relating to the work of the Clyde Valley Shared Services to ensure Members are able to make informed decisions on the way forward	Two Business Day sessions took place during August 2011 relating to Clyde Valley Shared Services.	31-Mar-2012	Yes
						Present Detailed	A report entitled	31-Mar-2012	Yes



					project.	Business Cases to Council relating to Support Services, Waste Management, Social Transport and Health & Social Care by August 2011	"Clyde Valley Community Planning Partnership - Options for Shared Services" was submitted to the Council meeting on 31st August 2011.		
CS/1115/HROD/006 Continue to develop informal and formal management training programmes to improve absence levels within WDC.			31-Mar-2012	Tricia O'Neill	September 2011 - Schedule for managers training and employee briefings circulated via SMN. Roll-out of new Policy and training programme commenced 1 September 2011. Will be completed by end of October.	Evaluate all training undertaking for year and assess absence levels		12-Mar-2012	No
						Evaluate training undertaking and measure whether absence levels have improved		31-Oct-2011	No
						Formal training programme to be developed to support new Attendance Management Policy roll out across the Council	Contents of training programme and format completed.	31-Aug-2011	Yes
						Training programme schedule to be developed	Training programme including briefing sessions for forthcoming year has been developed. Dates may move subject to date policy is implemented.	30-Jun-2011	Yes
CS/1115/HROD/014 Continue development of leadership development framework for senior managers			31-Mar-2012	Tricia O'Neill	Evaluation completed and discussed. Draft proposals for leadership development to be circulated to CMT.	Evaluate impact of leadership development		31-Mar-2012	No
						Implement agreed programme of development		31-Oct-2011	No
						Present options to	Draft proposals for	30-Sep-2011	No

						CMT on phase 2 for leadership development	phase 2 to be circulated to CMT.		
						Report outcomes of phase 1 evaluation	Evaluation complete and discussed.	31-Jul-2011	Yes
CS/1115/HROD/015 Complete full roll-out of new PDP framework across the Council			31-Mar-2012	Tricia O'Neill	Full roll-out to commence 1st Sept and complete by 31st Dec. Development programme in place to support implementation.	Agree roll-out plan with departments	Discussions completed with business partners on departmental roll-out commencing 1st September.	31-Aug-2011	Yes
						Evaluate implementation		29-Feb-2012	No
						Implement supporting development programme	Supporting development programme designed and agreed.	30-Sep-2011	Yes
						Report on outcomes to CEGC		31-Mar-2012	No
CS/1115/PSIF/004 Continue development of the workforce management system			31-Mar-2012	Tricia O'Neill	A workshop has taken place with all stakeholder to establish the priorities this will now be taken forward to inform the roll-out of development. A further workshop is scheduled for July to report back to the group.	Development of full manager self-service capacity across Council for absence leave etc		31-Dec-2011	No
						Development of HR Connect for absence reporting and recording for planned full roll-out across Council		31-Oct-2011	No
						Identification of key areas of HR and pay administration requiring further streamlining and customising solutions to support resource management		31-Mar-2012	No
						Identification of linkages with other		31-Dec-2011	No




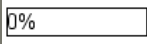

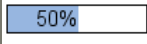
						HR systems to ensure efficiencies in resource capacity and develop synergies where possible i.e. recruitment portal, workflow etc			
						Identification of workforce and information priorities to determine timetable of roll-out for WMS	A workshop has taken place with all stakeholder to establish the priorities this will now be taken forward to inform the roll-out of development.	30-Jun-2011	Yes
E/11-15/New/304 Look at the management structure of schools and the related staffing formula			31-Mar-2012	Laura Mason	On track.	Identify surplus primary DHTs	Complete	30-Jun-2011	Yes
						Review admin/clerical and learning assistant staff to see if more efficient working practices can be developed	On track.	31-Dec-2011	No
						Review allocation of secondary teaching staff and promoted staff	On track.	31-Dec-2011	No
						Review the former Strathclyde Region model of the staffing formula.	On track.	31-Dec-2011	No
						Review the primary allocation of PTs/DHTs	Complete	31-Aug-2011	Yes
						Staffing processes to be streamlined and implemented	On track.	13-Dec-2011	No
						Transfer two	On track.	30-Sep-2011	No

						surplus primary DHTs into current vacancies			
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2-Corporate Assessment
2.1-Vision & Strategic Direction
(i)-Improve member / officer relations


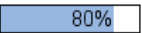
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/RP/033 Identify Member development needs in relation to building and maintaining positive relationships with each other and with officers		<input type="text" value="0%"/>	31-Dec-2011	Lorraine Coyne	Training needs assessment on track to complete 30/09/11.	Complete members' assessment of their development needs	On target to complete.	30-Sep-2011	No
						Identify new development opportunities		31-Oct-2011	No
						Implement a new Members' development programme		31-Dec-2011	No
CED/11-15/RP/034 Evaluate the success of the Members' development programme		<input type="text" value="0%"/>	31-Oct-2011	Lorraine Coyne	Questionnaire on target to issue by 30/09/11	Evaluate the results of the questionnaires		31-Oct-2011	No
						Issue evaluation questionnaire to all participants in the CMT/administration development sessions		30-Sep-2011	No


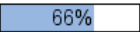
2-Corporate Assessment
 2.1-Vision & Strategic Direction
 (ii)-Improve strategic leadership

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
AIP08 Develop a Consultation Plan to involve stakeholders in a review of the mission, vision and values			30-Jun-2012	Lorraine Coyne	This work will be completed once a new Administration is in place.	Consider results of consultation in formulating the vision, values and mission statements		30-Jun-2012	No
						Determine appropriate consultation methodology		31-Dec-2011	No
						Determine list of all stakeholders to be consulted	Complete.	31-Oct-2010	Yes
CED/11-15/HS/010 Review of strategic leadership and decision making process - business days			31-Mar-2012	Lorraine Coyne	Work to deliver this action will not commence until the second half of 2011/12.	Compare results of consultation with the results from 2011 survey and assess progress		31-Mar-2012	No
						Consult with Elected Members to assess their satisfaction with the Business Day model		31-Jan-2012	No
CED/11-15/RP/035 Embed the 4 Strategic Priorities identified by Members for 2011/12 into the Council's decision making process.			31-Mar-2012	Lorraine Coyne	On track.	Agree the development of a decision making framework in relation to key projects & initiatives	Complete.	25-May-2011	Yes
						Agree the strategic priorities for 2011/12	Complete.	25-May-2011	Yes


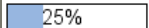
						Deliver workshop to evaluate relevance of strategic priorities for subsequent years		31-Mar-2012	No
						Develop a decision making framework to embed the 4 Strategic Priorities		30-Sep-2011	No

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

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/CP/001 Oversee the development, monitoring and reporting of the SOA 2011 - 2014			31-Mar-2012	Lorraine Coyne	The SOA 2011/14 was approved by Council and was submitted to the Scottish Government in June 2011. Positive feedback received from the Scottish Government overall. Currently reviewing some minor elements of the SOA performance framework with the SOA Writers Groups as a result of the feedback from the Scottish Government. The preparation of the final report on the 2009/11 SOA will commence over the next few weeks.	Ensure full community involvement in drafting of new SOA 2011 - 2014	Complete. Innovative and unique levels of community involvement through major consultation events before and after SOA was drafted and individual community residents contributing to the content and writing of SOA through member of 3 multi agency writers' groups.	18-May-2011	Yes
						Ensure SOA annual progress report is submitted to Scottish Government.	Work on annual report is underway, will meet timescale.	31-Dec-2011	No
						Get approval for draft SOA from CPP	Complete.	30-Jun-2011	Yes

						Strategic Board and Council			
						Manage and lead completion of draft SOA and write key narrative sections	Complete.	18-May-2011	Yes
						Review content of SOA subject to final comments from Council and CPP and submit to Scottish Government.	SOA now submitted to Scottish Government, very positive feedback about form and content of document.	31-Jul-2011	Yes
CED/11-15/CP/004 Manage the design and implementation of Community Planning programmes that deliver SOA outcomes			31-Mar-2012	Lorraine Coyne	Programmes in receipt of CPP Investment have been issued with clear conditions of grant to ensure delivery of associated SOA outcomes. A range of SMART outputs and outcomes are currently being developed for each programme.	Develop clear conditions of grant for all CPP funded initiatives to ensure delivery of relevant SOA outcomes	Detailed conditions of grant, relevant to each service area, have been developed and communicated to key CPP funded initiatives.	30-Jun-2011	Yes
						Ensure that performance monitoring and financial controls inform all CPP programmes	Being addressed through a range of initiatives including CPP Conditions of Grant, guidance to Thematic Lead Officers and support staff, rigorous budget analysis and attendance at Thematic Group meetings.	31-Oct-2011	No
						Review the purpose and focus of existing CPP programmes and ensure their strategic and operational fit with new SOA 2011 - 2014	Complete. All CPP programmes now contribute directly and clearly into key SOA priority areas and are reflected in a thematic scorecard.	06-May-2011	Yes

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


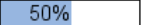
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/CP/005 Oversee the effective governance and management of Community Planning			31-Mar-2012	Lorraine Coyne	Significant work to establish good governance and management of Community Planning was carried out in 2010 - 2011. This is evidenced through the completion of a comprehensive CPP Partnership Agreement and the work of all CPP structures. There are no anticipated major concerns about CPP governance during 2011 - 2012, and work is progressing to plan.	Ensure financial controls and performance issues are fully scrutinised at thematic group meetings	CPP performance and Finance staff are attending all thematic group meetings to improve their skills and understanding of scrutiny role.	31-Oct-2011	No
						Lead PISF exercise for Strategic Board in collaboration with Improvement Service	Initial session completed. Given that WD CPP is one of first CPPs in Scotland to complete PSIF exercise, Improvement Service are facilitating this work directly. The main self evaluation session will be conducted in coming months.	30-Dec-2011	No
						Review reporting and meeting schedules for CPP Executive Group and Strategic Boards	Completed.	30-Sep-2011	Yes
						Support the implementation of the Partnership Agreement throughout community planning structures	All structures operating effectively. Enhanced role of Strategic Board in terms of recommending allocation of funding on Exec Group behalf	31-Mar-2012	No

							was successfully piloted at August meeting.		
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2-Corporate Assessment
 2.2-Performance Management & Improvement
 (i)-Improve the corporate planning, service and budget process

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/RP/015 Develop and implement the corporate planning process for 2012/17			31-Mar-2012	Colin McDougall	On track.	Agree any changes to corporate themes, priorities, objectives, PIs and targets	Complete.	30-Jun-2011	Yes
						Produce revised Corporate Plan 2012/17		31-Mar-2012	No
						Review Corporate Plan for 2011/15 and identify opportunities to revise existing themes, priorities and objectives	Complete.	30-Apr-2011	Yes
						Set up Corporate Plan 2012/17 scorecard in Covalent		31-Mar-2012	No

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


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/RP/013 Implement revised Public Performance Reporting arrangements at a Corporate level for the Council			31-Mar-2012	Colin McDougall	The format for the PPR publication has been agreed and the publication drafted. The statutory publication deadline of 30 September will be met.	Co-ordinate data collection with all departments	Complete.	09-Sep-2011	Yes
						Determine format for PPR	Complete.	30-Jun-2011	Yes
						Produce and distribute hard copies to libraries, reception areas etc		31-Oct-2011	No
						Produce draft publication for design and print		22-Sep-2011	No
						Publish on WDC website		30-Sep-2011	No
						Review existing arrangements in accordance with available resources	Complete.	31-May-2011	Yes


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

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/RP/024 Review approach to strategic risk management			31-Mar-2012	Colin McDougall	Progressing as planned	Establish Strategic Risk Working Group and hold initial meeting	Initial meeting took place on 1 July 2011.	31-Jul-2011	Yes
						Further develop high level strategic risk themes		31-Oct-2011	No
						Provide training in enterprise risk management for staff in all Council departments	Thirteen Council officers participated in a two day training course on 6 and 7 June.	30-Jun-2011	Yes
						Refresh risk trees in Covalent for strategic, department, operational, project and partnership risk		30-Nov-2011	No
						Review and reissue the Council's risk management methodology	Draft prepared and out for comment with Risk Working Group.	31-Oct-2011	No
						Review and reissue the Council's risk management policy statement	Draft prepared and out for comment with Risk Working Group.	31-Oct-2011	No
						Review and reissue the Council's risk management strategy		31-Oct-2011	No
						Review the Council's strategic	Five high level strategic risks were	31-May-2011	Yes

						risks and determine key themed areas	identified at a session of the Strategic Leadership Group on 17 May.		
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2-Corporate Assessment
2.2-Performance Management & Improvement
(iv)-Promote continuous improvement

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
AIP12 Review and implement CMT PSIF Improvement Plan		<div style="width: 15%;"><div style="background-color: blue; height: 10px;"></div></div> 15%	31-Mar-2012	Keith Redpath	Meeting has taken place with Improvement Service and plans drafted to be discussed and agreed with the new WDC Chief Executive once appointed in post.				
AIP13 Prepare for Best Value 2 audit due in 2012/13		<div style="width: 0%;"><div style="background-color: blue; height: 10px;"></div></div> 0%	31-Mar-2012	Terry Lanagan	On track.	Monitor and review action plan		31-Mar-2012	No
						Prepare action plan		31-Dec-2011	No
						Research requirements of BV2 and consider the Council's readiness		30-Sep-2011	No
CED/1112/AIP/001 Review Continuous Improvement strategy and build in characteristics of BV2 to ensure compliance with the Local Government Scotland Act		<div style="width: 20%;"><div style="background-color: blue; height: 10px;"></div></div> 20%	31-Jul-2012	Sandra Brysland	Work is ongoing PSIF alone does not comply with the characteristics of best value that is why the strategy includes review work against the 4 C's of best value. The CMT PSIF improvement plan	Build consultation into CI Strategy programme(s) of work	Discussions to be arranged with CPP staff who have responsibility for community engagement and consultation and build into strategy.	30-Jun-2012	No
						Develop an efficiency methodology and	BV Toolkit for Efficiency will be embedded in	31-Jul-2012	No


					will form the core of evidence for the shared risk assessment team.	measures of success	strategy to meet the requirements of best value.		
						Develop indicators to monitor and measure the impact of improvement activity	Indicators being developed from the results element of PSIF for all service areas.	30-Apr-2012	No
						Develop programme for PSIF for 2011/12	Social Work and Health and Housing programme agreed. Decision by CMT to roll out to services subject to external inspection.	30-Sep-2011	Yes
						Ensure BV toolkits continue to be covered in the Continuous Improvement Strategy	This work is ongoing, milestones include areas requiring focus in preparation for audit.	31-Dec-2011	No
CED/1112/AIP/002 Review approach used to measure the performance against the corporate plan, associated departmental plans and improvement plans		<input data-bbox="645 1082 786 1114" type="text" value="33%"/>	31-Mar-2012	Sandra Brysland	Work will commence to inform the strategic planning process in 2012/13.	Develop suite of outcome based performance indicators to measure the impact of the work on communities	Awaiting suite of indicators from the Improvement Service for benchmarking purposes. However, draft set of indicators designed.	30-Sep-2011	Yes
						Review options to embed SOLACE measures into the planning process so as to compare performance against other Councils		31-Mar-2012	No
						Streamline and harmonise performance management		31-Mar-2012	No


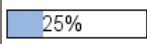
						across strategic planning process			
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2-Corporate Assessment
 2.2-Performance Management & Improvement
 (v)-Improve organisational culture

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/1115/HROD/016 Increase satisfaction levels across employee engagement factors			31-Mar-2012	Tricia O'Neill	Results being completed and due to report to Council end Sept.	Implement 2011 employee survey	Survey issued; closing date 20/06/11.	31-May-2011	Yes
						Implement improvement plan		30-Sep-2011	No
						Issue pulse survey to gauge & evaluate impact		31-Mar-2012	No
						Report on results and outcomes to Council		30-Sep-2011	No
CS/1115/HROD/017 Continue to positively address issues influencing organisational culture			31-Mar-2012	Tricia O'Neill	Report to be presented to Sept SLG.	Evaluate outcomes of change programme		31-Mar-2012	No
						Implement agreed change programme		30-Nov-2011	No
						Produce draft programme of work	Draft programme scheduled for presentation to SLG in September.	30-Sep-2011	No
						Report outcomes of strategic assessment to SLG	Outcomes evaluated and will be presented to next SLG (September).	30-Sep-2011	No

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




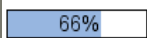


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/1115/FICT/013 2011 - 2012 Continue to develop the 10 year Financial Strategy		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; display: flex; align-items: center; justify-content: center;">11%</div>	31-Mar-2012	Stephen West	Strategy agreed at council 31/8/11. the strategy will continue to be reviewed as more information is received	2011/12 & 2012/13 scrutinise information, collate corporate position & report to CMT		30-Sep-2011	No
						2013/14 & 2014/15 Gather information from departments on draft budget submissions		31-Oct-2011	No
						2013/14 & 2014/15 Scrutinise information, adjust for known agreed changes 2012/13, collate corporate position		30-Nov-2011	No
						Gather information from departments on current 2011/12 probable outturn and 2012/13 draft budget submission	Currently under review	31-Aug-2011	Yes
						Input known changes to budget submissions from special Council October & CMT management adjustments		30-Nov-2011	No
						Report draft budget book 2012/13 to members		31-Dec-2011	No
						Update 2011/12 budget for known	Report to CMT on year end position -	30-Sep-2011	No


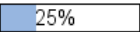
						changes due to virements & contingency fund	continuing favourable variances considered by directorate & CMT through specific meetings during august 2011. final position to be confirmed for period 5 BCR		
						Update 2013/14 & 2014/15 position based on final budget 2012/13 & report to SFWG		30-Mar-2012	No
						Update draft budget book 2012/13 for final position agreed by Members & provide Members & departments with final budget book		30-Mar-2012	No
CS/1115/FICT/014 Review of reserves and provision policy			31-Mar-2012	Stephen West	Review will commence in December 2011	Review current policy on types and calculation methodology for provisions for 31/3/11		30-Jun-2011	Yes
						Review current policy on types and calculation methodology for provisions for 31/3/12		31-Dec-2011	No
						Review policy for prudential reserve target levels (HRA & General services) based upon agreed budget 2012/13		31-Mar-2012	No
						Revised provision		31-Mar-2012	No

						levels based upon known information for year end accounting purposes			
CS/1115/PSIF/019 Review budget settings/long term financial strategy			31-Mar-2012	Stephen West	Currently identifying readily available information which updates burdens for demands & demographic shifts. Should also identify reductions in budget demands where appropriate.	Align workforce planning to the medium and longer term budget setting process.	Due date changed to align with budget setting 2012/13 & amendments thereon to the financial strategy	31-Mar-2012	No
						Develop and approve a longer term capital plan - identify areas of risk and processes to mitigate/minimise	Process of longer term capital planning currently under review by Asset management group. Plan will not be approved by council until after income securitisation reporting has been finalised	31-Mar-2012	No
						Develop further the link to spend to save projects (revenue/capital) and the likely (revenue/capital) budget savings going forward	Any savings identified through capital or spend to save are identified and taken into account within the estimates process	30-Sep-2011	Yes
						Develop processes to allow the in-year budgetary monitoring to align with the future years forecasting	This process links in-year contingency funds, year end recurring variance monitoring to the budget gap/ financial strategy	30-Sep-2011	Yes
						Develop processes to forecast changing positions forward to allow inclusion into the budget forecasting	Current burdens recently reviewed. Ongoing discussions with department to capture information to update	31-Oct-2011	No

						demands/demographics which affect the overall budget. due date changed as this will be ongoing through the budget process until submission of 2013/14 & 2014/15 budgets at end October 2011			
						Develop the link of budgetary planning with service planning - taking account of statutory and non statutory functions	31-Dec-2011	No	
						Further link budgeting process to capital programme and the medium term effects on revenue from the project spend	31-Mar-2012	No	
						Identify areas of high risk change over the short medium and long term (e.g. demographics, taxation & legislation changes	Completed	30-Apr-2011	Yes


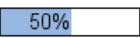
2-Corporate Assessment
2.4-Use of Resources - Financial Management


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CHCP/Q/13.06 Finalise the development of Commissioning Strategies across CHCP services			30-Mar-2012	Soumen Sengupta	CHCP service areas for the development of commissioning strategies have been identified and timescales for delivery are being set in advance of first set being finalised for approval.	Areas for commissioning strategies identified	Complete.	01-Jun-2011	Yes
						Timetable for completion confirmed	Complete.	01-Sep-2011	Yes
						Two commissioning strategies presented to CHCP Committee	First of these two commissioning strategies now submitted to CHCP Committee for approval at September meeting.	30-Nov-2011	No
CS/1115/FICT/016 Implement, monitor and evaluate spend to save options			31-Mar-2012	Stephen West	Spend to save bids approved at council on 31/8/11	Identify spend to save bids for remaining capital budget and modernisation fund for CMT review	Complete.	30-Jun-2011	Yes
						Implement, monitor and evaluate outcomes on agreed spend to save projects		31-Mar-2012	No
						Options appraisals on spend to save options and report to council on recommended bids	Completed - report to Council August 2011 & bids approved	31-Aug-2011	Yes
CS/1115/FICT/017 Administer financial input into Clyde Valley shared services (support services)			30-Sep-2012	Stephen West	Council 31/8/11 agreed to withdraw from CVSS	Provide financial and staffing analysis for input into shared services model - managed by East	Complete.	31-May-2011	Yes



						Renfrewshire/Inverclyde			
						Review output documentation to ensure accuracy of information	Complete.	31-Jul-2011	Yes
						Review the accuracy of financial and staffing information within report to Council on recommendations on future actions	Complete.	30-Sep-2011	Yes
CS/1115/FICT/066 Implement new corporate approach to procurement			31-Mar-2012	Stephen West	Work continues to be progressed on a number of different workstreams including implementation of procurement improvement action plan, delivery of procurement savings, procurement operating model and redrafting of procurement strategy.	Develop draft Procurement Strategy aligning to Procurement Capability Assessment improvement plan - for Executive Director of Corporate Services	Information for new strategy will be pulled together over the next few months as work progresses on the development of Procurement in WDC.	31-Oct-2011	No
						Generate a report to CMT identifying options for future service delivery along with recommendations as to implementation of Procurement Opportunities	Report was considered by the CMT on 28th June 2011 and an action plan for implementation of recommendations has been prepared.	30-Jun-2011	Yes
						Implement the restructure of the Procurement function	Structural options were considered and agreed by the CMT in July 2011. Work is progressing on implementation of new structure	30-Dec-2011	No
						Present	Formal sign off of	30-Dec-2011	No


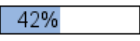
						Procurement Strategy to CMT for approval	strategy is required to ensure successful roll out and recognition in Procurement Capability Assessment.		
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2-Corporate Assessment
2.5-Use of Resources - Assets



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/1115/FICT/007 Modernise ICT service to deliver efficiencies, remove duplication and streamline IT processes and systems			30-Mar-2012	Patricia Marshall	September 2011. ICT funding bids for Core Infrastructure, PC replacement and service transformation all approved to detailed business case stage. Server rationalisation continuing as opportunities arise and work planned for replacing departmental Unix servers with Corporate shared unix server. Streamlined ICT Support teams in place and new procedures being implemented and further improvements planned.	Develop securitisation funding bid for transformation of Council Services for Customer First Workstream	High level business case approved	24-Jun-2011	Yes
						Develop securitisation funding bid for upgrade of desktop service	High level business case approved	31-May-2011	Yes
						Develop securitisation funding bid to upgrade Councils core network infrastructure	High level business case approved	24-Jun-2011	Yes
						Implementation of ICT incident management procedures, reducing duplicate processes and increasing first time fix rates, & proceduralise repeat IT support	ICT Support teams in place following ICT restructure	30-Sep-2011	Yes


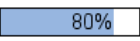
						incidents			
						Investigate & make recommendation on linking HR system to Active Directory	Pending HR system development plan.	30-Sep-2011	No
						Rationalise number of Unix & Wintel servers	Continuing as opportunities arise with system upgrades.	30-Mar-2012	No
						Receptions & One Stop Shops - Implement first One Stop Shops in Alexandria	Project underway. Technical assessment and investigation of costs underway.	23-Dec-2011	No
						Streamline IT software estate by decommission departmental Applications and Systems in favour of corporate systems	Process reviews underway as part of service transformation identifying opportunities to reduce number of applications.	30-Mar-2012	No
CS/1115/PSIF/020 Develop capital investment process		<input type="text" value="0%"/>	31-Mar-2012	Stephen West	The development of the capital process is currently being discussed by the asset management group	Develop the investment option appraisal process & roll out refresher training		31-Dec-2011	No
						Develop the post-project review process & the monitoring of this by the asset management group		31-Mar-2012	No
						Develop the prioritisation of project bids departmentally & corporately by identified set of criteria agreed by all stakeholders		31-Dec-2011	No

						Further link the capital programme to recommendations/ monitoring/ review by the asset management group - to ensure capital spend is maximised for long term benefits	Asset Management Group currently discussing the overall capital process development which will be in place from 1/4/12	31-Mar-2012	No
CS/PSIF/CMT/001 Develop process/system for business cases and project management of core WDC projects and conduct post evaluation of major project spend		<input data-bbox="638 614 779 646" type="text" value="0%"/>	31-Mar-2012	Stephen West	Short term working group to evaluate process due to commence	Develop process to evaluate and monitor major investment projects and post completion evaluation		30-Nov-2011	No
						Obtain approval of CMT regarding new processes		16-Dec-2011	No
CS/PSIF/CMT/008 Develop an approach to ensure all capital projects are evaluated based on whole life costing, and are project managed, monitored and measured over £100,000		<input data-bbox="638 1061 779 1093" type="text" value="20%"/>	31-Mar-2012	Gillian McNeilly	To be discussed at the asset management group & report thereafter to report to CMT and CEGC	Discuss with budget holders and draft templates of information required for monthly & year end monitoring	Date changed due to short term working group commencing post summer recess	30-Sep-2011	Yes
						Discuss with relevant staff and develop draft procedures for monitoring as part of yearend process for appropriate projects		30-Sep-2011	No
						Discuss with relevant staff and draft procedures for monitoring on a regular basis as part of the BCR process throughout		30-Sep-2011	No

						year for appropriate projects			
						identify 2012/13 relevant projects and commence monthly monitoring	process will commence for new capital projects identified in 12/13 onwards	30-Nov-2011	No
						train appropriate departmental staff on procedures & completion of information template to allow monthly and year end monitoring		31-Oct-2011	No
H/2011/CAM/07 Research and prepare funding proposals for the Non-Operational Estates Rental Income			31-Mar-2012	Elaine Melrose	Research has been carried out on this alternative Business Model. 12 projects have been identified which can be taken to the detailed business case stage. A briefing for Elected Members has taken place on these projects and a report will be submitted to Council on 29th June 2011 for consideration.	Identify preferred financial institution to provide debt finance to LLP		30-Sep-2011	No
						Prepare council report on all successful bids and submit to Council.	All project proposals were submitted and approved by Council in June 2011.	30-Jun-2011	Yes
						Prepare detailed business cases on selected projects for consideration by Council	Work is ongoing	31-Dec-2011	No
						Prepare funding proposals for projects for consideration as part of securitisation.	Complete.	15-Apr-2011	Yes
						Review Asset Management Strategy & associated Asset Plans on an annual basis		31-Mar-2012	No

						Set up special purpose LLP company and board to oversee and operate the vehicle which will operate the Council's Estates Portfolio on its behalf.	Work is ongoing.	29-Feb-2012	No
						Undertake challenge panel process on all projects.	Complete.	30-Apr-2011	Yes
H/2011/CAM/09 Make further progress towards implementation of the strategic plan for the regeneration of the remaining schools in the estate			31-Mar-2014	Jim McAloon	The PPP construction phase is completed and schools fully in operation. Two new primaries and one Early Education and Childcare Centre are also operational. The procurement process for Dumbarton Academy 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.	Brock Bowling Green: Complete construction of new bowling green	Revise date due to current 4 week delay	30-Nov-2011	No
						Evaluate PQQ return from contractors		15-Aug-2011	Yes
						Evaluate tender return, seek committee approval and appoint contractor		28-Jan-2012	No
						Issue new PQQ exercise following the decision to re-tender.		04-Jul-2011	Yes
						Issue revised tender documents to the top 6 contractors	Tender documents issued to top 6 contractors on 5 September 2011	09-Sep-2011	Yes
						New Build Dumbarton Academy: Appoint Contractor (1st tendering exercise)	21 contractors returned in initial PQQ exercise. Top 6 contractors selected to price main tender. Mid tender interviews with top 6 took place 23rd and 24th of March.	30-Jun-2011	Yes



							Tender return date is 15 April 2011.		
						New Build Dumbarton Academy: Completion of construction Phase 1 (new building handover)	Expected delivery of school June 2013.	31-May-2013	No
						New Build Dumbarton Academy: Completion of construction phase 2 (demolition and externals).	Revise completion date due to re-tendering exercise	30-Nov-2013	No
						New Build Dumbarton Academy: Selection of most economically advantageous tender (1st tendering exercise)	Complete.	30-Jun-2011	Yes
						New Build Dumbarton Academy: Start construction phase of new Dumbarton Academy	revise date due to re-tendering exercise	31-Mar-2012	No
H/2011/DIR/03 Implement the Council's Asset Management Strategy			31-Mar-2012	Elaine Melrose	Progress of the milestones attached to this action is monitored, in detail, through the Asset Management Plan 2010-2020: Property.	Develop Asset Management Plans for remaining activity areas (Roads & Infrastructure, Street Lighting, Open Space)	Work is progressing.	30-Nov-2011	No
						Investigate options for the delivery of Care Homes and prepare an Asset	A paper has been produced to examine the various options regarding the	01-Apr-2011	Yes

						Management Plan	delivery of Residential Care Home. A number of service delivery models were highlighted as options to investigate further. This further investigation is on-going.		
						Prepare Feasibility Study Option appraisal and Asset Management Plan for depots	Feasibility and outline business case presented and approved at June 2011 Council.	30-Sep-2011	Yes
						Progress ongoing rationalisation of community facilities and options for community operation	Work is progressing.	31-Mar-2012	No
						Update the school Estate Management Plan		31-Oct-2011	No
H/2011/HS/01 Investigate the potential to develop a new council house building programme			30-Aug-2012	Helen Turley	Application submitted to Scottish Government in May to provide 75 new council homes in West Dunbartonshire.	Agree on actions to implement a new council house building programme in West Dunbartonshire (report to HEED)		30-Nov-2011	No
						Engage in discussions with RLS over opportunities presented by the new SG Innovation and Investment Fund	Complete.	31-May-2011	Yes
						Identify options for possible Council	Complete.	01-Apr-2011	Yes

						new build housing programme			
						Receive notification on outcome of applications to Innovation and Investment Fund	Successful application - £450,000 for 15 new build council homes in Miller Road, Haldane	16-Sep-2011	Yes
						Submit applications for Innovation and Investment Fund.	Complete.	31-May-2011	Yes


3-National Risk Priorities

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


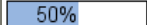
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CHCP/CMH/5.22 Implement new National Guidance for Child Protection and revised West of Scotland Procedures		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	30-Sep-2011	Keith Redpath	Staff awareness sessions organised and completed (well attended).				
CHCP/PC/7.05 Implement Adult Support and Protection (ASP) flowchart, including recommendations for the role of GPs (via locality groups)		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	30-Mar-2012	David Elliott; John Russell	The flow chart has been adopted by NHS Greater Glasgow & Clyde and rolled out to all health staff.				






3-National Risk Priorities

3.2-Assuring public money is being used properly

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CHCP/share/1.01 Implement local Change Fund Plan		<div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px; width: 40%;"></div></div> 40%	30-Mar-2012	Christine McNeil; John Russell	Refer to suite of activities within separate CHCP Local Change Plan being implemented through newly established Change Fund Implementation Group.				

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

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/PSIF/CMT/010 Develop indicators and set targets to measure and improve effectiveness and efficiency of financial management			31-Mar-2012	Stephen West	The Finance Services works with Cipfa on an ongoing basis to develop relevant performance measures and to benchmark our performance. This work will form the basis of our review.	Calculation of historic indicators & current to assess year on year improvement	The historic data for the chosen performance indicators is being collated. An initial draft report is being targeted for completion by 31 December 2011	31-Mar-2012	No
						Identify areas which require indicators, methodology and timing	The indicators considered most relevant for Public Performance Reporting were reviewed and the 2010/12 PPR Report will reflect this new suite of indicators.	31-Aug-2011	Yes

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