

## Appendix 1: Chief Executive's Departmental Plan 2011/15 Performance Review 2011/12

Th	Regeneration & the local economy (CP11-15)														
P	Better employment opportunities (CP11-15)														
Ob	Reduce unemployment and benefit dependency (CP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/ 13	2013/ 14	2014/ 15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Employment rate	73.4%	73.3%	72.8%	69%	67%	67.6%	67%				Latest data for employment rate was 40,600 at September 2011 (67.7%). The number of residents employed has increased by 400 since September 2010. The target of 71% by 2016 will require an additional 2,400 jobs.	68%	69%	69%	Michael Gill
Percentage of working age people claiming Job Seekers Allowance	4.34%	3.64%	4.43%	5.95%	6.3%	6.8%	5.5%				This PI cannot be realised by Council initiatives alone. JSA claimants levels are influenced by a number of factors including Welfare Reform, an example is the migration of claimants from the recently abolished Incapacity Benefit.	5.5%	5.5%	5.2%	Michael Gill
Number of staff who report an increased knowledge of provision by aligned services	N/A	N/A	N/A	N/A	N/A	34	30				New for 2011/12. A Staff Development Day was held 23/08/11 and an evaluation exercise carried out. 34 staff reported an increase in knowledge.	32	34	36	Lorna Campbell
Number of referrals made by CL&D to aligned services	N/A	N/A	N/A	N/A	N/A	23	20				New for 2011/12. The number of referrals has exceeded the target set.	22	24	26	Lorna Campbell
Number of referrals made to CL&D by aligned services	N/A	N/A	N/A	N/A	N/A	22	20				New for 2011/12. The number of referrals has exceeded the target set	22	24	26	Lorna Campbell

Action	Status	Progress	Due Date	Comment	Assigned To
Lead and Manage the Employability Service to improve the skills of our people and support them into work.		<div><div>100%</div></div>	31-Mar-2012	The Employability Programme continues to increase the number of venues from which services are delivered to clients across West Dunbartonshire. To date, 306 residents have registered for support, 80 have secured employment.	Michael Gill
Lead and manage the Employability Service to deliver National and Local Training Programmes/initiatives to increase positive destinations for 16-19 year olds.		<div><div>100%</div></div>	31-Mar-2012	At the mid year review of National Training contracts the Service is performing ahead of set targets and the national average.	Michael Gill
Lead and manage the CL&D Service in aligning their services with those of the Employability and Advice Services to tackle the Work and Benefits challenges		<div><div>100%</div></div>	31-Mar-2012	CL&D are piloting joint Work Clubs in partnership with Employability including an ESOL Work Club. If successful, these clubs will be rolled out across the authority.	Lorna Campbell
Undertake regular data and statistical analysis on aspects of the performance of the local economy in order to inform service development.		<div><div>100%</div></div>	31-Mar-2012	Regular monthly reports on JSA data etc. have been prepared and issued throughout the year as planned.	Valerie McIlhatton

	Grow the Local Economy (CP11-15)
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	Attract and support the development of new and emerging businesses and support the sustainability of existing businesses (CP11-15)
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Action	Status	Progress	Due Date	Comment	Assigned To
Ensure Elected Members are fully briefed about developments in Clyde Valley Shared Services		<div><div>100%</div></div>	31-Mar-2012	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 project.	Colin McDougall


	Reduce population decline (CP11-15)
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	Reduce population decline and out migration (CP11-15)
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Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/ 13	2013/ 14	2014/ 15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Population of West Dunbartonshire	91,240	91,090	90,940	90,920	90,570	Not yet available	91,000	?	?	?	The mid 2011 population figure will not be published until 31 May 2012.	91,000	91,000	91,000	Valerie McIlhatton
Change in net population migration	N/A	-95	-147	-20	-369	Not yet available	-100	?	?	?	This data will not be published until 31 May 2012.	-100	-100	-100	Valerie McIlhatton





Action	Status	Progress	Due Date	Comment	Assigned To
Undertake data and statistical analysis for the CMT and elected members on the impact of demographic change to inform service development.		<div><div>100%</div></div>	31-Mar-2012	A report to the CPC in February 2012 included and discussed the main issues regarding depopulation and population ageing.	Valerie McIlhatton

	Health & well being (CP11-15)
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	Increase life expectancy - especially in the most deprived areas (CP11-15)
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	Improve the health and safety of Council employees (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of days lost by Council employees through work related injury	2,020	1,589	1,274	797	946	Not yet available	790				This data will not be available until the 30 June 2012.	782	774	767	John Duffy
Number of fatal or major injury accidents within Council	7	8	6	5	10	Not yet available	3				This data will not be available until the 30 June 2012.	2	2	2	John Duffy

Action	Status	Progress	Due Date	Comment	Assigned To
Provide regular reports to CMT and Committee on Health and Safety issues		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	John Duffy
Maintain a robust Health and Safety management strategy		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	John Duffy
Implement an accredited Health and Safety programme		<div><div>100%</div></div>	31-Mar-2012	Course for HEED completed and a second course has been requested and planned for August 2012.	John Duffy
Carry out an audit of departmental fire risk assessments		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	John Duffy







	Reduce Inequalities and Poverty (CP11-15)
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	Increase employment and training opportunities for people with a learning disability, mental health problems criminal record or addiction issues (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of referrals to CL&D from services working with people with identified needs	N/A	N/A	N/A	N/A	N/A	279	100				New for 2011/12. Referrals have increased due to improved partnership working so allowing target to be exceeded.	150	175	200	Lorna Campbell
Number of people with identified needs who report an increase in the development of their 'core' and/or 'soft' skills	N/A	N/A	N/A	N/A	N/A	241	80				New for 2011/12. CL&D have worked with 241 learners with identified needs who report an increase in the development of their 'core' and/or 'soft' skills. The target has therefore been exceeded.	130	155	180	Lorna Campbell













Action	Status	Progress	Due Date	Comment	Assigned To
Lead and manage the CL&D Service in increasing the provision of learning and literacies opportunities for people with identified needs		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Lorna Campbell




	Reduce Child Poverty (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of children living in out of work families	N/A	4,800	4,600	4,600	4,900	5,000	4,500				Increase of 2% (100 children), reflective of economic circumstances. Targets require to be reviewed.	5,000	5,000	5,000	Mary Holt
Number of children living in households in receipt of Child Tax Credits above the family element	6,800	7,100	7,100	7,100	6,900	6,600	6,750				Reduction of 7% due to changes in criteria for Tax Credits.	6,600	6,600	6,600	Mary Holt


Action	Status	Progress	Due Date	Comment	Assigned To
Review Scottish Government's Child Poverty Strategy and identify Advice Services role local.		<div><div>50%</div></div>	31-Jul-2012	Unexpected resource challenges have resulted in a delay in completion of final milestone, reviewed completion date of 31 July 2012	Mary Holt

<b>Ob</b>	Reduce Poverty (CP11-15)
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Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/ 13	2013/ 14	2014/ 15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Residence based median weekly earnings for females	£324.60	£343.60	£355.80	£403.10	£328.80	£281.00	£355.80				These figures show that earnings for women have reduced by just over 14.5%. Targets require to be reviewed.	£475	£500	£500	Mary Holt
Residence based median weekly earnings for males	£474.10	£467.70	£469.70	£482.70	£506.70	£437.00	£475.00				These figures show that wages for males has reduced by 13.8%. Targets require to be reviewed.	£550	£575	£575	Mary Holt
Percentage of the total population who are income-deprived in West Dunbartonshire	N/A	N/A	24%	21.3%	22.7%	Not yet available	21.3%				Figures available June 2012 through Scottish Government Statistical Release.	22.1%	22.1%	22.1%	Mary Holt
Value of benefits maximised through representation from Welfare Rights Money Advice Service.	N/A	N/A	£10m	£9.5m	£9.3m	Not yet available	£9m				This data will be available July 2012.	£9.25m	£9.25m	£9.25m	Mary Holt




Action	Status	Progress	Due Date	Comment	Assigned To
Lead and Manage Advice Services to maximise and sustain income and improve opportunity through in and out of work benefits and debt management		<div><div>33%</div></div>	31-Jul-2012	Progress delayed due to unexpected resource challenges, actions/dates have been reviewed and updated. Carried forward into 2012/13 with a completion date of 31 July 2012	Mary Holt
Analyse previous years financial gains to identify areas where reduction occurred		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Mary Holt
Increased monitoring, review and analysis of impact of welfare reforms on financial gains		<div><div>100%</div></div>	31-Mar-2012	This Action will be carried forward each year to monitor the financial impact of the welfare reforms.	Mary Holt


	5 Education & life-long learning (CP11-15)														
	Provide Learning for Life (CP11-15)														
	Improve achievement and attainment through lifelong learning (CP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/ 13	2013/ 14	2014/ 15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of staff who report an increased knowledge of localised issues affecting the Vale Learning Community	N/A	N/A	N/A	N/A	N/A	65	30				New for 2011/12 therefore no previous data. Due to a vacancy in the Lead Officer post, support to staff has been taken forward via the HMIe/Performance Management Working Group, inter local authority Upskilling Events and the 3 new Partnerships. The Learning Communities approach has been widened out from a focus on the Vale and the 65 staff involved in development opportunities have reported an increase in knowledge. Target has therefore been exceeded.  PI not rolled forward to 2012/13.	N/A	N/A	N/A	Lorna Campbell
Number of development opportunities provided by the CL&D Service to ensure effective partnership working in addressing localised issues	N/A	N/A	N/A	N/A	N/A	5	5				New for 2011/12 therefore no previous data. Due to a vacancy in the Senior Performance Management post, the HMIe/Performance Management Working Group was set up to support staff and partners to take the Learning Communities approach forward via 3 new Partnerships and Upskilling opportunities. 5 Development Events have been provided, meeting the target set for the year.  PI not rolled forward to 2012/13.	N/A	N/A	N/A	Lorna Campbell














Action	Status	Progress	Due Date	Comment	Assigned To
Lead and manage the CL&D Service in establishing a strategic role for the service within the proposed 'Learning Communities' partnership approach to community based services.		<div><div>100%</div></div>	31-Mar-2012	Paper/Action Plan agreed for implementation. Actions assigned to Senior Performance Management Worker. Will be taken forward once post is filled.	Lorna Campbell

	Raise school attainment and achievement (CP11-15)
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	Increase positive destinations for 16-19 year olds (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of young people on the Get Ready for Work scheme gaining positive outcomes	72%	79%	63%	50%	45%	52.7%	50%				The performance of 52.7% exceeded target and is significantly higher than the national performance of 40%.	50%	50%	52%	Michael Gill



Action	Status	Progress	Due Date	Comment	Assigned To
Lead and manage the Employability Service to deliver National and Local Training Programmes/initiatives to increase positive destinations for 16-19 year olds.		<div><div>100%</div></div>	31-Mar-2012	At the mid year review of National Training contracts the Service is performing ahead of set targets and the national average.	Michael Gill



	6 An improving Council (CP11-15)														
	Improve community engagement (CP11-15)														
	Improve confidence and active citizenship for children and young people (CP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/1 3	2013/1 4	2014/1 5	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of learning opportunities for Youth Consultation and Representation within West Dunbartonshire	N/A	N/A	N/A	N/A	N/A	132	120				New for 2011/12. Target exceeded with 132 learning opportunities provided.	125	130	135	Lorna Campbell
Number of young people becoming responsible citizens and effective contributors	N/A	N/A	N/A	N/A	N/A	41	40				New for 2011/12. Target met as 41 young people recorded as becoming responsible citizens and effective contributors	45	50	55	Lorna Campbell
Number of young people who report that they are more involved in their local community	N/A	N/A	N/A	N/A	N/A	41	40				New for 2011/12. Target met as 41 young people reported that they are more involved in their community.	45	50	55	Lorna Campbell
Action				Status	Progress		Due Date		Comment						Assigned To
Lead and manage the CL&D Service in establishing a strategic approach to the active involvement of young people in Youth Consultation and Representation structures within WD.					<div><div>100%</div></div>		31-Mar-2012		Young people actively involved in developing and implementing initiatives as evidenced by relevant performance indicators.						Lorna Campbell









Ob	Improve the effectiveness of community consultation and engagement activity (CP11-15)														
Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of Citizens' Panel (CP) respondents who agree that the CP annual newsletter 'Feedback' provides evidence that the Community Planning partners listen to what they tell us in surveys on developing and changing the way we provide services	N/A	N/A	N/A	N/A	74	74	75				Having exceeded last year's target by 6%, we introduced this 'stretch' target but it has been narrowly missed by 1%. However, the response is still very positive.	76	77	78	Anne Clegg
Action				Status	Progress		Due Date		Comment						Assigned To
Ensure that the Council's ambition to successfully complete a partial stock transfer is fully supported by Corporate Communications.							28-Mar-2012		Completed as planned.						Malcolm Bennie
Organise and run WDC budget consultation							31-Mar-2012		Planning and preparation was completed for November 2011 consultation events being hosted by Community Forums.						Peter Barry
Manage the delivery of effective community engagement services through CPP and BVIP community engagement workstream							31-Mar-2012		CPP Community Engagement Coordination Group is now merged full with the Council's BVIP Community Engagement Workstream. An action plan has been developed and approved by CPP Strategic Board. A community engagement calendar is now being utilised, increasingly by all CPP partners.						Peter Barry
Improve consultation and community engagement skills and capacity within WDC/promote best practice							31-Mar-2012		Training has now been completed and evaluated.						Anne Clegg
Direct operation and development of WD citizens panel							31-Mar-2012		All surveys for 2011-12 have been completed successfully. Evaluations of both panel members and panel users have provided positive feedback.						Anne Clegg
Support and develop the operation of the CPC							31-Mar-2012		August, October, December and February meetings took place as planned.						Anne Clegg
Co-ordinate and support the delivery of the joint community engagement action plan							31-Mar-2012		Work to deliver the partner Joint Community Engagement Action Plan has been progressing to plan. The May meeting of the Community Engagement Co-ordinating Group will review the progress.						Anne Clegg

	Improve governance, resource management and financial planning (CP11-15)				
	Improve accountability to all stakeholders (DP11-15)				
Action	Status	Progress	Due Date	Comment	Assigned To
Prepare media for any election called		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Malcolm Bennie
Ensure financial returns are made for relevant elections		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Lorraine Coyne
Plan, organise and run the count for any election called		<div><div>100%</div></div>	31-Mar-2012	Election Team have participated in all election activity during 2011/12.	Lorraine Coyne
Complete the performance standard return for any election called		<div><div>100%</div></div>	31-Mar-2012	Returns for 2011 Election and Referendum all submitted on time. Performance Standards timetable for 2012 Local Election has been provided and to date four returns have been submitted in accordance with the required timescales. The submission of the remaining returns which are all due after 31 March 2012, will be documented in the 2012/13 plan.	Colin McDougall
Complete risk and integrity plan for any election called.		<div><div>100%</div></div>	31-Mar-2012	Risk and integrity plan for the 2012 Local Election now established and will continue to be subject to regular review.	Colin McDougall
Consult with stakeholders on audit performance		<div><div>100%</div></div>	31-Mar-2012	Customer Survey reviewed and action now completed.	Joe Gillespie
Produce Assurance Statement to support the Statement of Internal Financial Control		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Joe Gillespie
Implement revised Public Performance Reporting (PPR) arrangements at a Corporate level for the Council		<div><div>100%</div></div>	31-Mar-2012	Council's PPR document for 2010/11, 'Measuring Up?', was published on the Council's internet homepage on 29th September in advance of statutory deadline. Copies e-mailed to all elected members and Senior Managers' Network and limited number of hard copies (around 350) were available from Council receptions, libraries, community centres etc.. Feedback from the Citizens' Panel on document is positive: design and layout good 87%; easy to understand 97%; interesting 92%; balanced 87%; and useful in helping them judge the performance of the Council 84%. Audit Scotland is reviewing all Councils' PPR arrangements and their feedback will help inform future PPR activity.	Lynn Henderson
Produce mid year and year end Corporate Plan progress reports for Audit & Performance Review Committee		<div><div>100%</div></div>	31-Mar-2012	The 2010/11 year end progress report on the Corporate Plan was submitted to Audit & Performance Review Committee in August 2011 and the 2011/12 mid year progress report was submitted to the same committee in December 2011.	Lynn Henderson


Ob	Improve approach to risk management (CP11-15)														
Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of Council's strategic risks classified as high or medium	N/A	81%	72%	67%	67%	N/A	65%	?	?	?	The strategic risk process is being reviewed and consequently there is no data available for 2011/12.	60%	50%	45%	John Duffy
Action					Status	Progress			Due Date		Comment				Assigned To
Establish a risk register for the Chief Executive's Department						<div><div>100%</div></div>			31-Mar-2012		Seven risks have been documented in Covalent. These will be subject to regular review by the SMT.				Colin McDougall
Review approach to strategic risk management						<div><div>87%</div></div>			31-Mar-2012		Seven of the eight milestones were completed. It now remains for the CMT to agree the way forward. This will be continued in 2012/13.				John Duffy

Ob	Improve Community Planning structures and processes (DP11-15)														
Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Has Audit Scotland's perception of the community planning framework, processes and structures improved? Yes/No	No	Yes	N/A	N/A	N/A	N/A	Yes	?	?	?	This was not audited during 2011/12.	Yes	Yes	Yes	Peter Barry
Action					Status	Progress			Due Date		Comment				Assigned To
Assist and advise on new CPP website						<div><div>0%</div></div>			31-Mar-2012		Cancelled: This action has been cancelled as the CPP has chosen to work with our contractors Innovation Digital to develop their own website. Corporate Communications will respond to any requests for assistance that we receive from the CPP during the rest of the year.				Malcolm Bennie
Oversee the effective governance and management of Community Planning						<div><div>75%</div></div>			31-Mar-2012		Postponed: CEO has agreed that this work should be postponed and reviewed once the outcome of the COSLA/Scottish Government Review of Community Planning is known and its impact on West Dunbartonshire is understood.				Peter Barry





Manage and develop relationships with the third sector through the development of a third Sector Interface			31-Mar-2012	Completed as planned.	Fiona Miller
Provide advice guidance and support for three Community Planning Thematic groups.			31-Mar-2012	Some adjustments to the focus and priorities of existing thematic groups will be required to respond to a more streamlined SOA based around three specific priority areas. Scottish Government senior staff specifically advise this should be looked at.	Fiona Miller
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	<p>Although progress with developing the single entry system has been delayed by challenging management capacity issues, significant progress has been made in the alignment of these service areas.</p> <p>Customers are already able to access services much faster than they could previously, mainly due to reduced bureaucracy, better communication and joined up working. A single referral pathway is being implemented with the development of associated performance management, shared information materials and new community venues to deliver the service. Under the previous employability programme there were 15 different initiatives receiving funding. The number of initiatives has been streamlined and reduced to 6 providing clarity for customers, under the new strategic skills pipeline approach. Financial efficiencies of over 12% have been achieved with no loss of outputs and no negative impact on jobs across the three service areas. The unit cost of the old employability programme per participant was £1290. The unit cost of the current programme per participant is £665. This provides assurance and an early indication of the cost effectiveness of the new programme and approach. All three service areas have been restructured to improve alignment and collaboration. A new strategy for advice services with CAB and Independent Advice Centre was approved by the Corporate and Efficient Governance Committee in June 2011. The Community work team has been merged with the CL&amp;D team. The CLD service has relocated from four different premises to one single office in Roseberry Place. Work on a new Youth partnership is underway, and a new CD partnership will be launched at the beginning of March.</p>	Peter Barry

Ob		Improve departmental planning and performance management in the Chief Executive's Department (DP11-15)														
Performance Indicator		2006/07	2007/08	2008/09	2009/10	2010/11	2011/12					2012/13	2013/14	2014/15	Assigned To	
		Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target		Target
Has the Chief Executive's Departmental Plan been produced in accordance with corporate guidelines? Yes/No		N/A	Yes	Yes	No	Yes	Yes	Yes	✓	↑	▬	Draft 11/15 plan produced in accordance with corporate guidance produced and submitted to C&EG committee for approval on 22nd June, 2011.	Yes	Yes	Yes	Valerie McIlhatton
Action					Status	Progress			Due Date		Comment				Assigned To	
Produce the CED's twice year progress reports for Corporate and Efficient Governance Committee and quarterly email reports to all elected members					✓	<div>100%</div>			31-Mar-2012		Completed as planned.				Valerie McIlhatton	
Finalise the Chief Executive's Departmental Plan 2011/15 and submit to Corporate and Efficient Governance Committee for approval.					✓	<div>100%</div>			31-Mar-2012		Completed as planned.				Valerie McIlhatton	
Prepare the Chief Executive's Departmental Plan 2012/17					⛔	<div>83%</div>			31-Mar-2012		Draft actions have been fully developed for the 2012/17 departmental plan but the process has been delayed due to the review of the CED's service and the local government elections.				Valerie McIlhatton	
Organise and run Covalent training for the CED					✓	<div>100%</div>			31-Mar-2012		Within the CED, Covalent training focused on Internal Audit and the three new sections of Employability, Advice Services and CL&D. Courses were developed and run that were tailored to their needs. Feedback on the courses was positive.				Lynn Henderson	




Ob		Improve governance throughout the Council (DP11-15)														
Performance Indicator		2006/07	2007/08	2008/09	2009/10	2010/11	2011/12					2012/13	2013/14	2014/15	Assigned To	
		Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target		Target
Percentage of Systems Audit Plan completed		81.3%	85%	92%	98%	87%	88.5%	85%	✓	↓	↑	Target slightly exceeded.	85%	90%	90%	Joe Gillespie
Does external audit place reliance on the work of Internal Audit? Yes/No		Yes	Yes	Yes	Yes	Yes	Not yet available	Yes	?	?	?	External audit have not yet finalised the Council's governance report. This will be reported in the mid year report.	Yes	Yes	Yes	Lorraine Coyne






Action	Status	Progress	Due Date	Comment	Assigned To
Implement a programme of Audit work to support the production of an Annual Assurance Statement to those charged with governance		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Lorraine Coyne

<b>Ob</b>	Improve the CED attendance (DP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of days lost per employee for Chief Executive's Department	N/A	N/A	16.55	14.76	6.29	10.4	11.5				Despite an increase over last year's figure due to a small number of long term absences, this is still within target and represents an improvement over the long term.	11	11	11	Deirdre Muldoon
Action					Status	Progress			Due Date		Comment				Assigned To
Implement the attendance management policy within the CED						<div><div>100%</div></div>			31-Mar-2012		Completed as planned.				Lorraine Coyne




<b>Ob</b>	Improve the corporate planning, departmental planning and the budget process (DP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of directorate plans that conform to Joint Planning & Budget Guidance	80%	50%	80%	80%	100%	100%	100%				All departments submitted draft 2011/15 plans to the relevant committees for approval by the target date of June 2011 as per Joint Planning & Budget Guidance.	100%	100%	100%	Lynn Henderson


Action	Status	Progress	Due Date	Comment	Assigned To
Develop key corporate performance indicators for 2011/12 and subsequent years		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Colin McDougall
Develop and implement the corporate planning process for 2012/17		<div><div>62%</div></div>	31-Mar-2012	Key milestones for this action have been completed. However, a report was submitted to Council on 29 February 2012 where elected members agreed to delay final completion of Corporate Plan 2012/17 and associated departmental plans until after the local government election, i.e. around June or August 2012. Consequently, the outstanding milestones will be carried forward to 2012/13.	Lynn Henderson
Co-ordinate revision and issue of Joint Planning and Budget Guidance for 2012/17 with Finance and ICT Services		<div><div>100%</div></div>	31-Mar-2012	JP&BG for 2012/17 issued 6 July 2011 to inform departmental planning for the same period.	Lynn Henderson
Publish and distribute Social and Economic Profile to support the joint planning and budgeting timetable		<div><div>100%</div></div>	31-Mar-2012	This year's Social and Economic Profile has been published on the intranet and circulated to all Directors and Elected Members.	Valerie McIlhatton
Prepare SPI 1 and 2 reports for committee		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Valerie McIlhatton

<b>Ob</b>	Improve the Performance Management Framework (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Has Audit Scotland's perception of the quality of the Council's performance management framework improved? Yes/No	No	No	Yes	Yes	N/A	N/A	Yes				As this was not audited in 2011/12, there is no data available.	Yes	Yes	Yes	Lorraine Coyne

Action	Status	Progress	Due Date	Comment	Assigned To
Provide reports to committee on a regular basis for SPI 1 and 2		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Colin McDougall
Develop Covalent corporately and carry out site administration duties		<div><div>100%</div></div>	31-Mar-2012	The Covalent Housekeeping & Archiving Guide was completed. It was agreed by all departmental Covalent Co-ordinators who are responsible for implementing the Guide for their departments. Implementation of the Guide is well underway within Chief Executive's Department. In addition, a review of Covalent roles and permissions was completed and the framework rationalised.	Lynn Henderson
Provide advice and tools on integrating high profile high level 'stand alone' e.g. BVIP, AIP, corporate PSIF within mainstream corporate and departmental plans		<div><div>100%</div></div>	31-Mar-2012	New panel set up in Covalent to record key sources of actions (e.g. AIP, external inspection, PSIF assessment etc). Departments are often required to report actions arising from key source separately from other actions in departmental plan. This new panel enables them to do this quickly and effectively and reduces the need to set up separate scorecards to pull these actions together for managing and reporting. User Guide (on intranet) updated to reflect new development and all Covalent users informed by e-mail.	Lynn Henderson




<b>Ob</b>	Improve the process for business continuity across the Council (DP11-15)
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Action	Status	Progress	Due Date	Comment	Assigned To
Maintain and test the Council's business continuity plan		<div><div>62%</div></div>	31-Mar-2012	This programme of work would span a number of reporting periods and this action will be carried forward to 2012/13.	Iain Davidson









<b>Ob</b>	Improve the process for civil contingencies across the Council (DP11-15)
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Action	Status	Progress	Due Date	Comment	Assigned To
Embed and test the Council's Civil Contingency arrangements		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Iain Davidson




Ob	Improve the SOA (DP11-15)				
Action	Status	Progress	Due Date	Comment	Assigned To
Oversee the development, monitoring and reporting of the SOA 2011 - 2014		<div><div>100%</div></div>	31-Mar-2012	The SOA 2011/14 was approved by Council and was submitted to the Scottish Government in June 2011. The performance framework for the SOA was finalised following useful feedback from the Scottish Government technical team. The range of performance indicators will be assessed and reviewed at the end of 2012. Will continue to engage and consult with key stakeholders within the Council and across the Community Planning Partnership to ensure continuous improvement of the SOA performance framework. A final progress report on the SOA 2009/11was completed by deadline.	Peter Barry
Review and improve the Performance Management Framework for CPP programmes		<div><div>100%</div></div>	31-Mar-2012	CPP Executive Group approved a 6 monthly progress reporting cycle for all CPP Thematic Group Programmes. Financial reporting in relation to these programmes will continue on a quarterly basis.	Peter Barry
Manage the design and implementation of Community Planning programmes that deliver SOA outcomes		<div><div>100%</div></div>	31-Mar-2012	Following scrutiny of submitted output/outcome templates, and negotiation with CPP Programme Lead Officers, CPP Programme outputs and outcomes have been finalised. Performance indicators have been created and aligned to the CPP Thematic Group 2011/12 scorecard on Covalent. Guidance on the reporting process has been cascaded to Thematic Group Lead Officers and Programme Lead Officers.	Peter Barry

Ob	Strengthen the Council's commitment to tackling fraud (DP11-15)														
Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of National Fraud Initiative investigations that have been started	N/A	N/A	N/A	100%	N/A	100%	90%				All started.	90%	90%	90%	Joe Gillespie
Action					Status	Progress			Due Date		Comment				Assigned To
Take part in the NFI exercise						<div><div>100%</div></div>			31-Mar-2012		Fully participated in the 2011/12 NFI initiative.				Joe Gillespie
Update the Confidential Reporting Policy						<div><div>100%</div></div>			31-Mar-2012		Completed as planned.				Joe Gillespie


<b>P</b>	Improve organisational culture (CP11-15)															
<b>Ob</b>	Improve and develop the CED workforce (DP11-15)															
Action		Status	Progress		Due Date		Comment						Assigned To			
Implement a learning development strategy and action plan for the CED to meet staff development needs as identified in the PDP process			<div><div>50%</div></div>		31-Mar-2012		Cancelled: This action has been superseded by the temporary transfer of CED to CS pending a review.						Lorraine Coyne			
Complete and implement a review of reporting lines within the new CED structure			<div><div>0%</div></div>		31-Mar-2012		Cancelled: This action has been superseded by the temporary transfer of CED to CS pending a review.						Lorraine Coyne			
Monitor progress of PDP process within CED			<div><div>50%</div></div>		31-Mar-2012		New PDP process to be rolled out to staff in the next few months.						Lorraine Coyne			
<b>Ob</b>	Improve consultation and communication with employees (CP11-15)															
Performance Indicator		2006/07	2007/08	2008/09	2009/10	2010/11	2011/12					2012/13	2013/14	2014/15	Assigned To	
		Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target		Target
Percentage of Council employees who agree or strongly agree that the Council keeps them well informed about what is going on within the organisation		N/A	N/A	N/A	N/A	N/A	50%	50%				This question was asked for the first time in the Employee Survey carried out in the summer of 2011. Based on the result of 50%, a target of 55% has been set for 2012/13.	55%	57%	60%	Malcolm Bennie
Action		Status	Progress		Due Date		Comment						Assigned To			
Embed and improve the Council's intranet as part of the new internal communications policy			<div><div>66%</div></div>		31-Mar-2012		This work has not been completed and will be carried forward in 2012/13. We have collated the feedback from the satisfaction survey but following the appointment of the Web Manager, it would seem sensible for the new member of the team to conduct the first year review and create an action plan as they will be leading on this work.						Malcolm Bennie			
Produce 4 high-quality issues of Talk (staff newspaper)			<div><div>100%</div></div>		31-Mar-2012		Completed as planned.						Malcolm Bennie			








<b>Ob</b>	Improve employee communication within the CED (DP11-15)
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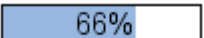


Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of Chief Executive's Department employees who agree that the reasons for introducing major change are clearly explained	N/A	N/A	N/A	N/A	N/A	28%	-	?	?	?	New PI for 2011/12. Targets for future years based on 2011/12 outturn.	31%	34%	37%	Lorraine Coyne
Percentage of Chief Executive's Department employees who agree that they are well informed about changes that relate to them	N/A	N/A	N/A	N/A	N/A	48%	-	?	?	?	New PI for 2011/12. Targets for future years based on 2011/12 outturn.	51%	54%	57%	Lorraine Coyne

Action	Status	Progress	Due Date	Comment	Assigned To
Review and monitor the implementation of revised system of monthly section meetings (linked to SMTs), monthly team briefings, (linked to core brief), and quarterly PDPs across the department		<input type="text" value="0%"/>	31-Mar-2012	Cancelled: This action has been superseded by the temporary transfer of CED to CS pending a review.	Lorraine Coyne

<b>Ob</b>	Improve morale and employee perceptions of feeling valued within the CED (DP11-15)
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Action	Status	Progress	Due Date	Comment	Assigned To
Consult with CED employees on actions to improve morale and perceptions of feeling valued		<input type="text" value="0%"/>	31-Mar-2012	Cancelled: This action has been superseded by the temporary transfer of CED to CS pending a review.	Lorraine Coyne





	Improve strategic leadership (CP11-15)				
	Improve leadership and management skills of elected members, the corporate management team, middle management and supervisory staff (CP11-15)				
Action	Status	Progress	Due Date	Comment	Assigned To
Develop a Consultation Plan to involve stakeholders in a review of the mission, vision and values		<div><div>33%</div></div>	30-Jun-2012	This action has been delayed until a new Administration is in place and so it will be included in the 2012/13 plan.	Lorraine Coyne
Build programme of progressive leadership for the CED SMT into the PDP process		<div><div>100%</div></div>	31-Mar-2012	All Managers in CED have had access to the Progressive Leadership Course.	Lorraine Coyne
Review of strategic leadership and decision making process - business days		<div><div>100%</div></div>	31-Mar-2012	Questionnaire issued to all members and feedback collated in January. No significant issues identified with current model however briefing note to be drafted for CMT on proposed forward plan.	Angela Terry
Undertake a review of the current 8 strategic priorities.		<div><div>100%</div></div>	31-Mar-2012	Completed as planned. There are now four new strategic priorities for 2011/12.	Lorraine Coyne
Embed the 4 Strategic Priorities identified by Members for 2011/12 into the Council's decision making process.		<div><div>75%</div></div>	31-Mar-2012	Strategic priorities communicated to all senior managers and staff. Structure and process in place to include strategic assessment against priorities within all Council and Committee reports. Review of strategic priorities will form part of SLG development session in April to review corporate planning. Input from elected members will be incorporated post local elections.	Angela Terry



Ob	Improve Member-Officer relations (CP11-15)														
Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Has Audit Scotland's perception of member/officer relations improved? Yes/No	No	No	No	No	N/A	Yes	Yes				A range of practical mechanisms were implemented to improve early member engagement and encourage better working relations between members and officers. This was recognised by Audit Scotland within their progress report for the AIP where it was highlighted there was evidence that members and officers were beginning to work more productively together; this continues to be an area of improvement and positive external feedback.	Yes	Yes	Yes	Lorraine Coyne
Action				Status	Progress		Due Date		Comment						Assigned To
Identify Member development needs in relation to building and maintaining positive relationships with each other and with officers							31-Mar-2012		Different measures and development sessions undertaken throughout 2011/12 which have improved member and officer working relationships. Development of this will continue through development programme to support members following local elections in May. Draft of member development programme completed and incorporates specific workshop focused on developing working relationships going forward. Implementation date of programme deferred to coincide with pre and post election needs, hence short delay.						Angela Terry
Evaluate effectiveness of member's Business Day Programme							31-Jan-2012		Questionnaires fully reviewed and key results and improvements identified. Briefing note on outcomes drafted for consideration by CMT.						Angela Terry



	Improve the perception of West Dunbartonshire (CP11-15)
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	Improve the image and reputation of West Dunbartonshire and the Council (CP11-15)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of Citizens Panel respondents who agree or strongly agree that Council's external image is positive	N/A	N/A	N/A	13%	11%	12%	35%				This year's figure was again very disappointing. When asked where they received most of their information on the Council the vast majority indicated it was from the local media. Since the local media coverage is typically negative towards the Council then it follows that their perception of the Council's external image is also likely to be negative. There is little of significance that can be done to counter this situation, especially in the absence of a Council publication for residents. The Corporate Communications Manager also has some concerns with the question being asked and feels it would be more useful to ask a question that could be benchmarked against other local authorities. He will be exploring this in the coming year.	40%	45%	45%	Malcolm Bennie





Action	Status	Progress	Due Date	Comment	Assigned To
Develop marketing opportunities for West Dunbartonshire that support the key areas identified by Economic Development and reflect the budget restraints currently in place.			31-Mar-2012	This work is now complete and we are pleased with the progress and partnership working that has taken place between ourselves and Economic Regeneration in the past 12 months.	Malcolm Bennie
Produce three high-quality issues of Housing News to create an improved perception of the Council amongst its 10,000 tenants.			31-Mar-2012	This work is now complete.	Malcolm Bennie

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.		<div><div>40%</div></div>	31-Mar-2012	This work has not been completed and will be carried forward in 2012/13. The new website has been 95% built by Innovation Digital but there is an ongoing problem with the mapping software. More than 40 members of staff have been trained in how to create content and how to write for the web. Some have also been trained in website search optimisation. The task of creating content on the new site still faces us. Since the existing site has 30,000 pages this is a major task and we have to be realistic about how quickly it can be undertaken given all the other priorities. As a result I have pushed the launch date back to June 2012.	Malcolm Bennie
Deliver a professional Press Office service to both protect the reputation of the Council and importantly to proactively promote its good work.		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Malcolm Bennie









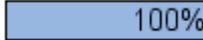
	Promote continuous improvement and competitiveness (CP11-15)
	Improve self awareness within the Chief Executive's Department (DP11-15)











Action	Status	Progress	Due Date	Comment	Assigned To
Carry out benchmarking exercise		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Joe Gillespie


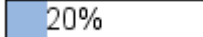


<div>Ob</div>	Improve service efficiency and competitiveness (CP11-15)				
Action	Status	Progress	Due Date	Comment	Assigned To
Prepare for Best Value 2 audit due in 2012/13		<div><div>33%</div></div>	30-Jun-2012	CMT took a decision to defer this action to June 2012 to allow time to have a CMT workshop to develop the Action Plan.	Lorraine Coyne
Lead and Manage improved Advice Service provision through enhanced joint working.		<div><div>100%</div></div>	29-Jun-2012	Completed as planned.	Mary Holt
Monitor implementation of CED Continuous Improvement Plan		<div><div>100%</div></div>	31-Mar-2012	Completed as planned. The PSIF implementation plan and other relevant performance plans are a standing item on the SMT agenda.	Lorraine Coyne
Refine and update PI benchmarking data in Covalent		<div><div>100%</div></div>	31-Mar-2012	Completed as planned.	Colin McDougall
Co-ordinate and prepare reports on progress of the Assurance and Improvement Plan		<div><div>100%</div></div>	31-Mar-2012	Completed as planned. Three reports submitted to Council and one to the Audit & Performance Review Committee.	Colin McDougall






Ob	Improve service performance and quality (CP11-15)					
Action	Status	Progress	Due Date	Comment	Assigned To	
Review Continuous Improvement strategy and build in characteristics of BV2 to ensure compliance with the Local Government Scotland Act		<div><div></div></div> 20%	31-Jul-2012	Current milestones are unrealistic due to transfer of CI strategy and the PSIF programme to OD team. A review of the CI strategy and the corporate approach to the PSIF has highlighted some gaps however discussions with the Improvement Service has identified a more streamlined and integrated approach to undertaking the PSIF in the future. Discussions in progress to gain additional support through the IS to establish a more robust framework to undertaking PSIF, aligned with corporate and service planning processes. Revised framework will be defined in first quarter of 2012/13 and may result in revisions to current CI Strategy.	Angela Terry	
Develop and implement option appraisal tools and techniques		<div><div></div></div> 100%	31-Dec-2011	Completed as planned.	Angela Terry	
Implement PSIF programme for 2012 across WDC		<div><div></div></div> 40%	31-Aug-2012	Current milestones are unrealistic due to transfer of CI strategy and the PSIF programme to OD team. A review of the corporate approach to the PSIF highlighted some gaps however discussions with the Improvement Service has identified a more streamlined and integrated approach to undertaking the PSIF in the future. Discussions in progress to gain additional support through the IS to establish a more robust framework to undertaking PSIF, aligned with corporate and service planning processes. Revised framework will be defined in first quarter of 2012/13.	Angela Terry	
Conduct an annual Customer Satisfaction Survey to evaluate performance of the Corporate Communications Team		<div><div></div></div> 100%	01-Feb-2012	Completed as planned.	Malcolm Bennie	















Ob	Join up and share services with other providers (CP11-15)														
Performance Indicator	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12						2012/13	2013/14	2014/15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of shared service arrangements (external providers)	N/A	52	53	66	64	65	75				The target of 75 set for 2010/11 was not achieved, with the number of shared services arrangements reported increasing by just 1 from 64 to 65. Targets for subsequent years will now be reviewed.	65	65	65	Colin McDougall
Action				Status	Progress			Due Date		Comment					Assigned To
Explore the possibility for knowledge sharing and service sharing for Internal Audit								31-Mar-2012		Completed as planned.					Joe Gillespie
Support the implementation of the outcomes of the Clyde Valley Community Partnership shared service review								31-Mar-2012		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 project.					Colin McDougall
Carry out annual review of departmental shared service development arrangements								31-Mar-2012		Completed as planned. The results of the annual return exercise have been sent out to the CMT and Heads of Services.					Colin McDougall

	Promote equal opportunities (DP11-15)														
	Promote equal opportunities and compliance with legislation. (DP11-15)														
Performance Indicator	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/12						2012/ 13	2013/ 14	2014/ 15	Assigned To
	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of equality impact assessments of Council's plans, strategies, and policies completed	3	6	9	15	15	25	15				The 2011/12 target was exceeded. This reflects the level of change within the Council and increased support and guidance. The targets for 2012/13 and beyond have been revised upwards from 15 to 30 to reflect this as well as the changes in Equality Act regulations from May 2012.	30	30	30	Suzanne Greer; Ricardo Rea
CM4c: Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	33.7%	39.6%	44.6%	50.6%	51.9%	50.6%	50.6%				The 2011/12 target was met. The total number of fully accessible buildings remained the same, but one less accessible building closed and a more accessible building is being renovated meaning a slightly lower percentage value this year compared to last.  As there has been no ring fenced budget for building access work since 2009/10, improved performance is only achievable through mainstreaming in renovations, new buildings, or funding through other means.	50.6%	50.6%	50.6%	Suzanne Greer; Ricardo Rea
Action				Status	Progress			Due Date		Comment					Assigned To
Set and publish equality outcomes based on evidence and involvement of equality groups and communities					<input type="text" value="0%"/>			31-Mar-2012		Postponed: The Government decided that the requirement to publish equality outcomes will not come into force until December 2012. This action will therefore be postponed until 2012/13.					Suzanne Greer; Ricardo Rea
Work with departments towards mainstreaming equalities, monitor progress and report via existing public performance reporting systems					<input type="text" value="100%"/>			31-Mar-2012		Completed as planned.					Suzanne Greer; Ricardo Rea

Update Equality Scheme to include all protected characteristics, equality objectives and also incorporate Gypsy Traveller Strategy			31-Mar-2012	Postponed: This action has been postponed and will be carried forward into future year's planning. This is to respond to anticipated changes in Equalities legislation and policy.	Suzanne Greer; Ricardo Rea
Work with partner organisations to promote good practice in Equalities and develop shared approaches where appropriate			31-Mar-2012	Completed as planned. Thematic lead officers' guidance on EIA has been produced and distributed with training and support available. 5 information notes have been produced and published on the CPP website. Partners have explored working together on setting equality outcomes to meet one of the specific duties of the Equality Act 2010.	Suzanne Greer; Ricardo Rea

Action Status	
	Cancelled/Postponed
	Delayed
 	Progressing beyond original target date
	Completed

PI Status		Long Term Trends		Short Term Trends	
	Target Significantly Missed		Improving		Improving
	Target Marginally Missed		No Change		No Change
	Target Met/Exceeded		Getting Worse		Getting Worse
 Status cannot be calculated because value or target not available for 2011/12 or this is a new measure in 2011/12 and no comparator data is available		 Status cannot be calculated because value or target not available for 2011/12 or this is a new measure in 2011/12 and no comparator data is available		 Status cannot be calculated because value or target not available for 2011/12 or this is a new measure in 2011/12 and no comparator data is available	