

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Executive

Corporate & Efficient Governance Committee: 24 June 2009

Subject: Chief Executive's Departmental Plan 2008/12 - Performance Review 2008/9

1. Purpose

1.1 This report sets out the performance of the Chief Executive's Department in 2008/9, from 1 April 2008 to 31 March 2009.

2. Background

2.1 A revised Performance Management Framework was introduced on 1st April 2009. It requires all directorates to monitor, review and formally report their departmental plan performance to the relevant committee/s on a twice yearly basis. This change in the frequency of formal reporting, from quarterly to twice yearly, will ensure there is sufficient time between reports to demonstrate significant progress.

2.2 In addition, Elected Members will receive a progress update every quarter by e-mail in the form of a report generated by the Covalent risk and performance management system.

2.3 For each directorate, the scope of the formal performance review report includes:

- statutory performance indicators;
- the directorate's action plan to deliver corporate and departmental objectives and the extent to which these objectives have been met as measured by performance indicators;
- quality accreditations and awards; and
- the Best Value review programme

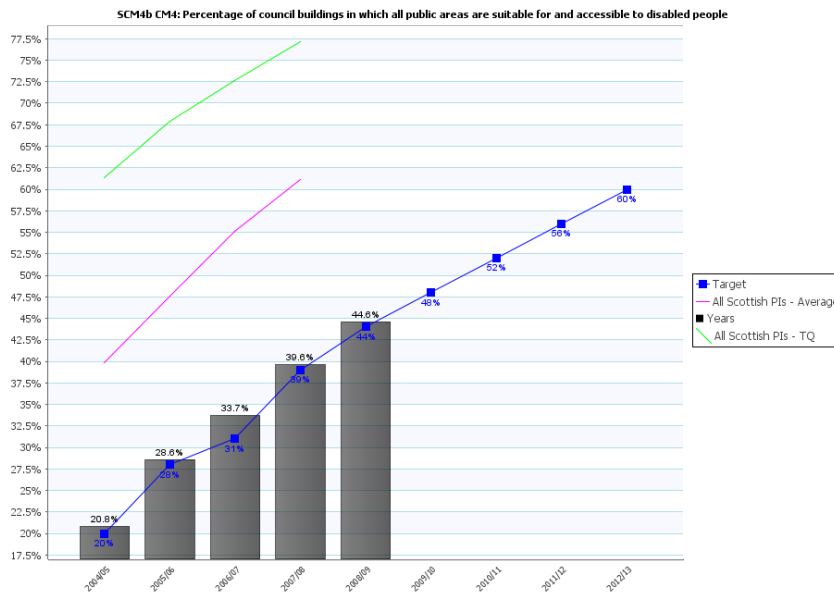
2.4 This report covers the corporate Policy Unit, Corporate Communications & Marketing and Internal Audit.

3. Main Issues

Statutory Performance Indicators (SPIs)

3.1 The Chief Executive's Department has responsibility for reporting one SPI: the % of council buildings delivering services that are suitable for and accessible to disabled people.

3.2 In 2008/9, 45% of these buildings met the SPI criteria, exceeding the target of 44% set for the year.

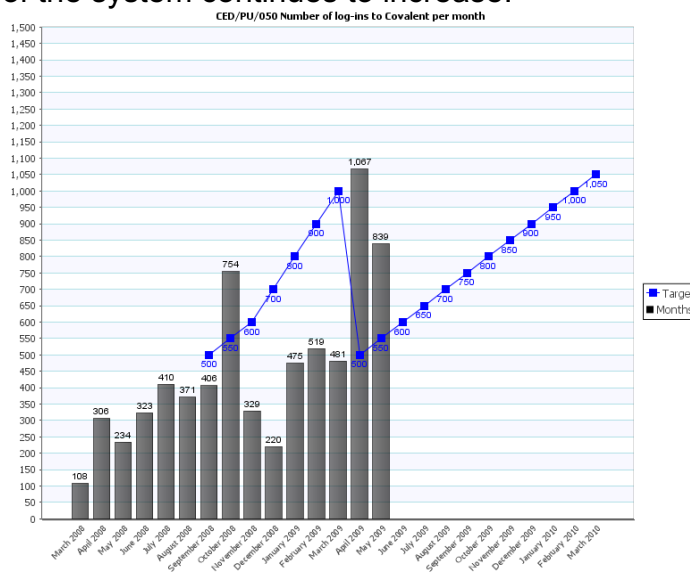


- 3.3** This continues the year-on-year improvement trend established in 2004/5 when this SPI was first introduced with a baseline of 21%.
- 3.4** Comparative data from other Scottish local authorities is not yet available for 2008/9. The most recent comparative data for 2007/8 shows West Dunbartonshire at 40% compared to the national average of 61%, resulting in a ranking of 25th of the 31 local authorities reporting that year.
- 3.5** This comparative performance is likely to reflect the more stringent assessment of the access standards applied by West Dunbartonshire as well as the budget allocated to improve access.
- 3.6** While no budget has been allocated to access improvement in 2009/10, it is anticipated that the original target of 48% set for that year will still be met due to a number of access improvement projects committed from the 2008/9 budget and the inclusion of the new, fully accessible secondary schools in the 2009/10 calculation.
- 3.7** However, if no funds are allocated in 2010/11, then the targets of 52%, 56%, and 60% set for 2010/11, 2011/12, and 2012/13 respectively, are unlikely to be met.

Chief Executive's Departmental Plan 2008/12

- 3.8** Appendix 1 sets out progress in 2008/9 in relation to:
- the actions to deliver corporate and departmental objectives; and
 - the extent to which these objectives have been met as measured by performance indicators (PIs).

- 3.9** PIs for measuring departmental objectives are set out in the appended report together with the Corporate Plan 2008/12 PIs for which the department is responsible for updating. (The full range of Corporate Plan 2008/12 PIs are monitored, managed and reported separately.)
- 3.10** Data for 2008/9 is not yet available for all PIs. Any omissions will be reported in the next formal mid year report due around November/December 2009.
- 3.11** Appendix 1 also sets out the strategic risks for which the department has identified actions to help mitigate. (The full range of strategic risks and their progress are monitored, managed and reported separately.)
- 3.12** Most actions to deliver corporate and departmental objectives and mitigate strategic risks have been completed successfully. Those not completed within the original target dates are readily identified in Appendix 1, together with explanations for this.
- 3.13** Any outstanding actions will be carried forward to 2009/10, incorporated in the action plan for that year, and monitored and reported in accordance with the Performance Management Framework.
- 3.14** A summary of the key achievements highlighted in Appendix 1 is set out below.
- The Council achieved the silver award for Healthy Working Lives.
 - The Department renewed its Investors in People Award.
 - The Single Outcome Agreement was developed in conjunction with all directorates and received positive feedback from the Scottish Government.
 - A new Corporate Plan for 2009/13 was developed.
 - A SOLACE golden thread study was successfully completed and is being used to improve departmental and operational plans.
 - The implementation of Covalent, the new risk and performance management system, progressed well with over 140 staff trained. Usage of the system continues to increase.

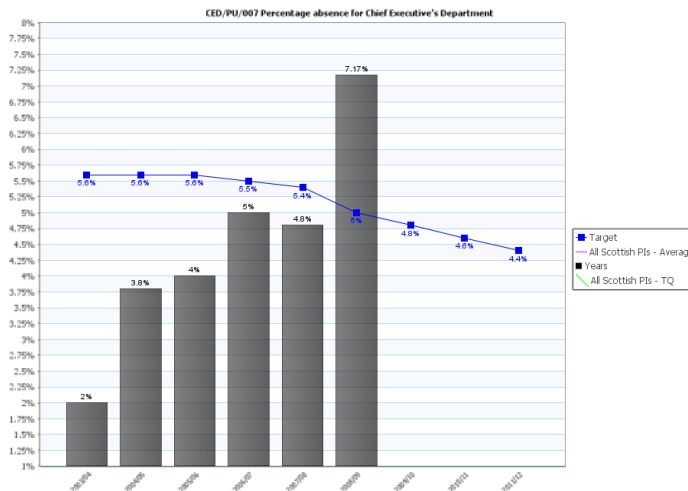


- A new performance management framework was developed and agreed.

- Public Sector Improvement Framework pilot projects were implemented in five key services.
- Revised structures for the Community Planning Partnership were implemented and a new Community Planning Manager appointed.
- A Shared Service Strategy was developed and promoted corporately.
- The Council's approach to customer consultation and engagement was improved:
 - a Corporate Community Engagement Strategy was agreed;
 - sixteen members of staff from across the Council received Certificates of Professional Development by the Consultation Institute, following consultation training – the first time a UK Council has fast tracked so many individuals through the Certificate at one time;
 - increased consultation around the Council's main budget consultation involving public meetings and a Citizens' Panel questionnaire.
- The Council's first Sustainable Development Strategy was launched.
- The first community-wide environmental awareness raising campaign, Green Dream, was introduced across West Dunbartonshire.
- A Green Travel Plan for employees was launched and supported in the local and national press.
- All employees received an up-to-date Personal Development Plan which link to departmental, corporate and SOA objectives.
- A restructure of Corporate Communications enabled the design and print of external publicity materials to be centralised with the first phase of this development completed successfully.
- A corporate Internal Communications Policy was agreed by Council and Trade Unions and implemented across the Council.
- The Senior Managers Network was re-launched and a six month communication and development plan for managers was completed in partnership with Organisational Development.
- The cost of producing West Dunbartonshire News was reduced by bringing design and editorial in house, reducing editions and increasing advertising income from £6,000 per issue to £10,000 per issue.
- The target of £15,000 per month of positive national media coverage was exceeded, with around £20,000 to £30,000 per month achieved.
- A Corporate Media Protocol for managing Media Relations was agreed by the Corporate & Efficient Governance Committee in March 2009.
- The Employee Survey 2009 was developed and agreed by the Trade Unions.
- The Whistleblowing procedure was re-launched and promoted corporately.
- 31 Whistleblowing calls were responded to.
- 92% of the Systems Audit Plan was completed and a partnership established with a specialist firm to deliver computer audit.

3.15 A summary of the key performance issues highlighted in Appendix 1 is set out below.

- The 2008/9 absence rate for the Chief Executive's Department failed to meet its target of 5% largely due to a small number of long term absences relating to serious medical conditions.



- The implementation of the Core Brief, part of the Internal Communications Strategy, was delayed. Implementation of the Core Brief required a re-launch of the Senior Managers Network and a review of each department's communication structure. It was launched in May 2009, five months behind schedule. As a result, assessment of the impact of the new Policy has also been delayed. This will be carried out in 2009/10 and will be covered in the Employee Survey 2009.
- The development of a Media Strategy was delayed due to two vacant senior press officer posts. A new Media Protocol was agreed by Committee in March 2009.
- There is a requirement that areas for audit are identified according to risk, as identified in the risk management plan. This will be taken forward in 2009/10
- Performance audit needs to be developed in 2009/10.
- There is a need to establish effective benchmarking within Internal Audit. This will be carried out in 2009/10.
- There was a delay in identifying and agreeing appropriate performance indicators to measure corporate plan objectives. This is partly an issue about corporate working and ways to make this more effective will be considered in 2009/10.
- The development of the Single Outcome Agreement was more resource intensive than originally envisaged due to delays in recruiting a Community Planning Manager. This impacted on meeting other targets.
- There were insufficient resources for the Public Sector Improvement Framework pilot evaluation and full roll-out due to the resignation of a key staff member, the requirement to undertake the Kaizen project, and the HMIE/SWIA inspection activities.
- Public performance reporting is carried out via the Council's newspaper. Fewer performance reports were published in 2008/9 due to the reduction in the number of issues produced following the cut in the newspaper budget.
- The review of our corporate approach to complaints management will no longer be taken forward by the Chief Executive's Department. Responsibility for this has moved to Corporate Services.

- The development of a revised Community Planning Partnership agreement was delayed due to the vacant Community Planning Manager post until February 2009. This will now be taken forward in 2009/10.
- There was a delay in developing the Consultation & Community Engagement Action Plan for the Council as it requires further input from directorates. This will be taken forward in 2009/10.
- Implementation of the guidance contained in the Joint Voluntary Policy was only partially completed in 2008/9. There is a need to establish some monitoring of voluntary activity and of volunteers' experience of volunteering which will require partnership working. This will be taken forward in 2009/10.

Quality Accreditations and Awards

- 3.16** Investors in People (IiP) accreditation, first awarded in 2006, was due for renewal in 2009 for the whole Department. The re assessment in May 2009 was positive with the Department retaining IiP accreditation.

Best Value Review Programme

- 3.17** The Best Value Review of the policy function was reported to the Corporate and Efficient Governance Committee in August and October 2008. Further follow-up work and implementation of the option agreed is progressing.

4. Personnel Issues

- 4.1** There are no personnel issues.

5. Financial Implications

- 5.1** There are no financial implications.

6. Risk Analysis

- 6.1** No formal risk assessment is associated with this report. However, assessing and addressing risk both at a corporate (strategic risk register) and departmental level is integral to our planning processes.

7. Conclusions & Officers' Recommendations

- 7.1** The Committee is invited to:-

- consider and note the contents of this report;
- provide feedback on the usefulness of the format of Appendix 1 in facilitating the Committee's role.

David McMillan
Chief Executive
Date: 10 June 2009

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Appendix 1: Progress of Chief Executive's Departmental Plan 2008/12
- PIs and Actions

Background Papers: Chief Executive's Departmental Plan 2008/12

Wards Affected: None

Appendix 1: Progress of Chief Executive's Departmental Plan 2008/12 - PIs and Actions

Theme
Health & Well-Being
Priority
Improve health and reduce health inequality
Objective
Support Council departments and partners to deliver health improvement outcomes

Action	Status	Progress	Due Date	Latest Note	Assigned To
Contribute to monitoring and development of Choose Life Local Action Plan		 100%	31/03/2009		Bobby Jones
Contribute to reports on progress of Health Improvement Strategy Group for Community Planning Partnership Board		 100%	31/03/2009		Bobby Jones
Develop and agree a WD Physical Activity Strategy		 100%	31/03/2009		Bobby Jones
Ensure WDC Departmental Contributions to National Sexual Health Strategy Respect and Responsibility		 100%	31/03/2009		Bobby Jones
Provide health report update briefing to elected members on health improvement related issues every 2 months		 100%	31/03/2009		Bobby Jones
Provide reports to SWHI Committee on the impact and implications of National and Local Health Policies and Guidelines		 100%	31/03/2009		Bobby Jones

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of directorates with representatives on relevant working groups e.g. Healthy Working Lives, Physical Activity Strategy etc				No data for this range			100%	100%	100%	100%	100%	New for 2008/9.	Bobby Jones

Priority
Increase personal prosperity
Objective
Ensure the Chief Executive's Department takes an active role in reducing poverty in West Dunbartonshire







Action	Status	Progress	Due Date	Latest Note	Assigned To
Contribute to development of the Scottish Governments Economic Strategy			31/08/2009		Valerie McIlhatton
Develop and oversee implementation of a new Anti Poverty Strategy linked to the GES			31/12/2009	The development of the Anti Poverty Strategy is still being considered by the Cosla anti poverty officers group which is coordinating activity across all Scottish local authorities. All milestones for the current year were completed by the target dates.	Valerie McIlhatton

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage completion of inter departmental Anti Poverty Strategy derived from Achieving our Potential						25%	25%	25%	No data for this range				Valerie McIlhatton











Theme
Sustainable Environments
Priority
Improve environmental quality & sustainability
Objective
Reduce greenhouse gas emissions from Council assets and operations



Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Carbon Footprint (t/cap)					11	11		11	11	11	11	2008/09 data not yet released (provided by Stockholm Env Institute)	Cheryl Marshall
Tonnage of carbon dioxide emissions from Council operations and assets					32,211			29,825	28,632	27,439	26,246	2007/08 and 08/09 data to be finalised	Cheryl Marshall

Objective
Protect and enhance green and open spaces and the natural environment











Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage increase in hectares of amenity grassland habitat managed for biodiversity				No data for this range			0%	0%	1%	2%	4%	2008/09 is the baseline year. Target is to increase to 5% by 2013.	Gillian Telfer
Proportion of protected nature sites in favourable condition				No data for this range			79%	80%	87%	95%	95%	Baseline is 79% (2008/09). National target to ensure 80% of SSSIs are in a favourable condition by 2009	Gillian Telfer










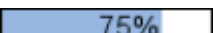
Theme
An Improving Council
Priority
Improve leadership
Objective
Improve leadership and management skills







Action	Status	Progress	Due Date	Latest Note	Assigned To
Develop mechanisms to ensure Member involvement throughout strategic decision-making process			31/03/2009	Member seminar 21/1/09 agreed recommendations and action plan. These were subsequently agreed by Council 25/2/09. The implementation of the agreed action plan is now underway.	Liz Cochrane
Establish new committee report template which includes full review of options to assist decision making			28/03/2009	Revised options appraisal structures and committee report template are reflected in action plan for strategic leadership and m/o relations. This was discussed at members' seminar 21/1/09, and is reflected in the recommendations and action plan presented to Council 25/2/09. Initial review with L& A staff agreed not appropriate to add another section to current template.	Liz Cochrane
Implement action plan for member/officer relationships			31/03/2009	Action plan and recommendations discussed 21/1/09 and agreed by Council 25/2/09. Implementation is now underway.	Liz Cochrane
Produce Action Plan from Improvement Services Report and seminar on member-officer relations			30/01/2009	Action Plan was discussed at seminar 21/1/09 and endorsed by all present (10 members - 5 admin, 5 opp). Recommendations and action plan reported to Council 25/2/09 and agreed. Development of the action plan is now underway and full detail of actions will be included in action plan for 2009/10.	Liz Cochrane
Review performance scrutiny remit of Audit & Performance Review Committee			12/11/2008	Work has now been completed on developing the role of the A&PRC in	David Webster

				scrutinising SPI performance.	
Undertake an options appraisal of decision making and scrutiny structures			31/03/2009	Council agreed an action plan 25/2/09 which requires the completion of the review of scrutiny structures in the context of the wider arrangements for strategic leadership and decision making. The first stage of this will be complete by end April 2009. This will be reflected in the actions and milestones for 2009/10.	Liz Cochrane

Priority
Improve community engagement
Objective
Improve the effectiveness of community consultation and engagement activity

Action	Status	Progress	Due Date	Latest Note	Assigned To
Coordinate consultation activity and quality			31/03/2009	During March, 20 employees participated in training with 16 of these completing all three courses leading to the Certificate of Professional Development awarded by the Consultation Institute.	Anne Clegg
Co-ordinate partnership working on community engagement			31/12/2008		Anne Clegg
Coordinate the running of the WD Citizens Panel			31/03/2009		Anne Clegg
Develop action plan for consultation/community engagement for Chief Exec's			31/03/2009		Anne Clegg
Develop and agree final Community Engagement Strategy			31/03/2009	The final Community Engagement and Consultation Strategies were approved by the Community Participation Committee (CPC) in September 2008, and subsequently by Council. Both strategies are now publicly available and are currently being published in a single	Anne Clegg

				document through the Council's website. Printed version still to be finalised.	
Develop draft Community Engagement Strategy			31/03/2009	The Community Engagement and Consultation Strategies were submitted to the Community Participation Committee (CPC) in April 2008.	Anne Clegg
Develop Induction Training for Lay Members of A&PRC			25/09/2008		Anne Clegg
Implement guidance contained in the Joint Voluntary Policy			31/03/2009		Anne Clegg
Organise and run Community Day			31/05/2008		Anne Clegg
Review corporate approach to complaints management			31/03/2009	Responsibility for managing complaints has now moved to Corporate Services Customer First Steering Group.	David Webster




Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of Citizens Panel respondents who think the Council is good at listening to the needs of its residents					16%		11%	30%	17%	20%	23%	Question not asked in 2007/8.	Anne Clegg
Percentage of Citizens Panel respondents who think the Council communicates well with its residents					22%		24%	27%	27%	30%	33%	Question not asked in 2007/8.	Anne Clegg

Objective
Increase the community's participation in the democratic decision-making processes











Action	Status	Progress	Due Date	Latest Note	Assigned To
Review the engagement mechanisms of the community planning partners			31/03/2009		Anne Clegg
Support community involvement in Council and partnership engagement structures			31/03/2009		Anne Clegg




Priority
Improve governance and resource management
Objective
Improve accountability to all stakeholders

Action	Status	Progress	Due Date	Latest Note	Assigned To
Develop and Implement Corporate Media Plan			31/12/2008		Louisa Mahon
Produce 6 issues of West Dunbartonshire News			31/03/2009	WDN will now be produced quarterly to meet new budget requirements. A new publication schedule is being produced.	Louisa Mahon
Provide a 24 hour media service			31/03/2009		Louisa Mahon; Moira Rodger
Coordinate and draft four public performance reports, one for each edition of the West Dunbartonshire News			31/03/2009		Lynn Henderson
Produce the Corporate Plan Performance Report for 2007/8			30/09/2008	Corporate Plan Progress Report 2007/8 distributed 16 December 2008.	Lynn Henderson

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of Citizens Panel respondents who think the Council's public performance reporting in West Dunbartonshire News is balanced					54%	84%		85%	85%	85%	85%	Not surveyed in 2008/9. Due to be surveyed in 2009.	Lynn Henderson









Objective
Improve the corporate planning, service planning and budget process


Action	Status	Progress	Due Date	Latest Note	Assigned To
Develop and implement the corporate planning process for 2009/13			31/03/2009		Lynn Henderson
Monitor progress of new Community Plan			30/11/2008	Reported to CPP board and Council in November 08	David Webster
Produce SOA for 2008			30/06/2008	The Single Outcome Agreement for 2008 was submitted to Council and the Scottish Government in June 2008.	David Webster
Produce SOA for 2009 with full CPP participation			31/03/2009	Finalising the SOA will continue into May 2009/10 and this will be reflected in the 2009/10 action plan for the Department.	David Webster
Update and issue the annual Joint Planning and Budget Guidance			07/09/2008	Issued to departments in early September 2008 to kick start departmental planning. It contained improved guidance on evidencing linkages between prioritisation of budgets and plans.	Lynn Henderson







Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of directorate plans that conform to Joint Planning & Budget Guidance				83%	50%	50%		100%	100%	100%	100%	As the departmental plans, developed between September 2008 and now, are still being finalised, the 2008/9 value is not yet available.	Lynn Henderson

Risk Code & Title
SR007 Failure to achieve the Corporate Plan and Performance management agenda



Objective
Improve the Performance Management Framework


Action	Status	Progress	Due Date	Latest Note	Assigned To
Coordinate SPI data collation and produce reports for Audit & PR Committee			31/03/2009		David Webster
Further implement and embed Covalent Performance Management system			31/03/2009	User Questionnaire not done in 08/09. To be included in 09/10	David Webster
Implement new performance management system			30/04/2008	Standard Covalent reports will be developed in 2009/10 to support the new performance management framework.	David Webster
Implement revised performance management and member reporting framework			31/03/2009	Member consultation exercise to be carried forward in 2009/10.	David Webster




Produce and monitor Action Plans for all poorly performing SPIs		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">100%</div>	31/03/2009	Monitoring action plans for poorly performing service areas is being achieved through linking actions specifically to poorly performing SPIs and reporting these through Service Committees and the A&PRC.	David Webster
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Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Number of log-ins to Covalent per month						108	402	400	525	1,000	1,100		David Webster
Has Audit Scotland's perception of the quality of the Council's performance management framework improved? Yes/No					False	False	True	True	True	True	True		David Webster


Objective
Improve community planning governance structures




Action	Status	Progress	Due Date	Latest Note	Assigned To
Agree and implement revised Community Planning Partnership staffing structure		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">100%</div>	27/03/2009	Recruitment complete, disclosure checks being finalised. Start date 1/6	Liz Cochrane
Agree and implement revised structures for governance of Community Planning		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">100%</div>	27/03/2009	Executive Group and Board are now in operation. Final details of roles and remits to be established as part of full implementation of governance structures. Exec Group (28/2) agreed to delay full implementation of Thematic Groups until end June 2009, to allow development of programmed approach to FSF.	Liz Cochrane

Develop revised community planning partnership agreement		<input type="text" value="0%"/>	28/03/2009	The new CPP Manager started in post at the beginning of February 09. The development of a revised Partnership Agreement remains a priority; however decisions on the use of FSF for 09/10 and beyond and the development of the SOA have been a greater priority during the first few weeks. The completion of the review of the Partnership Agreement will be deferred until early in 2009/10.	Liz Cochrane
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Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Has Audit Scotland's perception of the community planning framework, processes and structures improved? Yes/No					False	True		True	True	True	True	Community Planning was not an area of focus by Audit Scotland in their return audit in March 2009.	Liz Cochrane

Objective
Improve governance

Action	Status	Progress	Due Date	Latest Note	Assigned To
Facilitate the transition from SIFC to Governance Statements		<input type="text" value="100%"/>	31/03/2009		Lorraine Coyne

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of Systems Audit					81%	85%	92%	85%	85%	87%	90%		Joe Gillespie

Plan completed														
Does external audit place reliance on the work of Internal Audit? Yes/No				True	True	True	True	True	True	True	True			Lorraine Coyne

Risk Code & Title
SR003 Failing to ensure Transparency and Accountability
SR005 Major fraud or corruption

Objective
Improve scrutiny arrangements

Action	Status	Progress	Due Date	Latest Note	Assigned To
Monitor and report on the delivery of the Audit Plan		<div style="border: 1px solid black; padding: 2px; display: inline-block;">100%</div>	31/03/2009		Lorraine Coyne

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of audit recommendations implemented by due date								90%	90%	90%	90%	New Measure in 2008/09	Colin McDougall

Objective
Improve service planning and performance management in the Chief Executive's Department according to corporate guidance

Action	Status	Progress	Due Date	Latest Note	Assigned To
Coordinate and present information for the Chief Executive's Department's performance reviews			31/03/2009		Lynn Henderson
Develop Policy Unit and CC&M Budgets for 09/10			28/02/2009		Liz Cochrane
Facilitate the service planning process within Chief Executive's Department and produce the 2009/13 Plan			31/03/2009		Lynn Henderson
Finalise the 2008/12 Service Plan for Chief Executive's Department			31/08/2008		Lynn Henderson
Monitor Policy Unit and CC&M Budgets for 08/09 and achieve annual savings targets			29/05/2009		Liz Cochrane

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Has the Chief Executive's Departmental Plan been produced in accordance with corporate guidelines? Yes/No						True	True	True	True	True	True		Lynn Henderson

Objective
Improve the audit planning process

Action	Status	Progress	Due Date	Latest Note	Assigned To
Develop 2009/10 Audit Plan and better align with risk management		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div>	31/03/2009		Lorraine Coyne




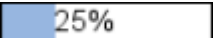







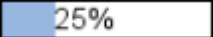
Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of Audit Plan derived from corporate risk management process						10%	10%	80%	80%	80%	80%		Lorraine Coyne

Objective
Strengthen the Council's commitment to tackling fraud

Action	Status	Progress	Due Date	Latest Note	Assigned To
Participate and support the NFI initiative		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div>	31/03/2009		Lorraine Coyne

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of National Fraud Initiative matches investigated by due date								90%	90%	90%	90%	New Measure in 2008/09	Colin McDougall

Priority
Value our employees
Objective
Improve consultation and communication with employees

Action	Status	Progress	Due Date	Latest Note	Assigned To
Develop an Internal Communications Strategy and Action Plan			31/03/2009		Louisa Mahon
Evaluate effectiveness of Internal Communication Strategy			31/03/2009	The effectiveness of the Action Plan will be tested in the 2009 Staff Survey in May/June 2009. This will be repeated every 2 years.	Louisa Mahon
Implement the Internal Communications Policy Action Plan			29/03/2009	Core Brief process formally launched through SMN, but training programs will be progressed through 2009/10 induction program and management development program.	Louisa Mahon
Input into new 2009 Staff Survey			30/03/2009		Louisa Mahon
Produce of 4 issues of West Life			31/03/2009		Louisa Mahon
Set-up and run an internal communication training programme			31/03/2009	The Policy on Internal Communication includes a communication charter for both employees and managers and a communication toolkit. Communication modules have been incorporated within the Management Development Programme	Louisa Mahon

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of Council employees who agree or strongly agree that their line manager provides information about what is going on within the Council	?	?	?			37%			40%	45%	50%	Staff Survey due May 2009	Louisa Mahon
Percentage of Council employees who agree or strongly agree that the Council asks about their views	?	?	?			17%			25%	30%	35%	Staff Survey not repeated this year	Louisa Mahon

Risk Code & Title
SR004 Lack of dialogue

Objective
Improve the health and safety of Council employees

Action	Status	Progress	Due Date	Latest Note	Assigned To
Organise health and safety accreditation for managers within Internal Audit		<input type="text" value="0%"/>	31/03/2009	Awaiting a date for training. This action continued into next year.	Lorraine Coyne
Gain Healthy Working Lives Silver Award		<input type="text" value="100%"/>	23/03/2009	Award achieved May 2009.	Bobby Jones
Organise health and safety accreditation for all managers within Policy and CC&M		<input type="text" value="100%"/>	30/01/2009		Liz Cochrane

Objective
Improve and develop the department's workforce

Action	Status	Progress	Due Date	Latest Note	Assigned To
Implement PDP for all Corporate Communications & Marketing employees			28/11/2008		Louisa Mahon
Implement PDP for all Internal Audit employees			31/12/2008		Lorraine Coyne
Review the impact of single status on team structure, role, and working practice			31/03/2009		Lorraine Coyne
Implement PDP for all employees reporting directly to the Chief Executive			31/12/2008		David McMillan
Implement PDP for all Policy Unit employees			19/12/2008		Liz Cochrane

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of CE staff with PDP by May each year						100%	100%	100%	100%	100%	100%		Liz Cochrane
Percentage of CE staff with 6-month PDP review by Nov each year						100%	100%	100%	100%	100%	100%		Liz Cochrane









Objective
Improve employee attendance in Chief Executive's Department

Action	Status	Progress	Due Date	Latest Note	Assigned To
Communicate managing absence policy to all IA staff and monitor implementation		<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	31/03/2009		Lorraine Coyne
Communicate managing absence policy to all PU and CC&M staff and monitor implementation		<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	31/03/2009		Liz Cochrane
Set up and implement revised absence monitoring framework for Chief Executive's Department		<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	27/06/2008		David Webster








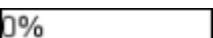
Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage absence for Chief Executive's Department				4%	5%	5%	7%	5%	5%	5%	4%	37 days lost from 666.6 available (1.22 days per employee)	David Webster

Objective
Improve staff communications in Chief Executive's Department

Action	Status	Progress	Due Date	Latest Note	Assigned To
Develop and Implement Team Briefing across Dept		<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	31/03/2009		Louisa Mahon
Develop new Intranet Pages for Chief Executives Dept		<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	29/12/2008	Content of new pages completed in full but awaiting review of intranet in 2009/10.	Louisa Mahon
















Develop and implement a methodology within IA to record course/conference attendance, feedback and information			31/12/2008		Lorraine Coyne
Develop internal briefing/communications mechanism within IA			30/09/2008		Lorraine Coyne
Develop and implement a methodology to record course/conference attendance, feedback and information			31/12/2008		Liz Cochrane
Develop internal briefing/communications mechanism			30/11/2008		Liz Cochrane

Priority
Promote continuous improvement and transform service delivery
Objective
Improve overall service performance and self awareness


Action	Status	Progress	Due Date	Latest Note	Assigned To
Develop performance audit to take account of the Single Outcome Agreement and the Community Planning Partnership			31/03/2009	This action was delayed considerably due to turnover within the section but good progress has been made towards the year end & further work will be carried into 2009/10, including increasing the amount of analytical review where appropriate.	Lorraine Coyne
Coordinate and scrutinise submissions to major Awards			31/03/2009	Three Cosla submissions made: Future of Addiction Services Team, Get Ready for Work and Making Choices, Creating Chances. Latter won a bronze award. No submissions made to MJ Awards	Sandra Brysland
Develop and agree Corporate BV Improvement Plan			30/06/2008		David Webster
Develop strategy for a systematic approach to service-level option appraisal			31/03/2009	No progress in 08/09. To be developed in 09/10 Plan.	David Webster

Evaluate all services (Service Performance Assessments) and create a continuous improvement plan for every service			30/09/2008	This action was completed in full. However, a review of departmental plan scorecards in Covalent, carried out in November 2008, showed that some departments still need to embed the continuous improvement plans generated from the evaluations in their departmental plans and Covalent scorecards.	Sandra Brysland
Implement revised Improvement and Efficiency Structures			31/03/2009		David Webster
Participate in the PSIF project and pilot the full framework in 5 key services			30/09/2008	5 services have successfully participated in the national PSIF pilot (Sports Development, Cultural Services, Leisure Services, Welfare Rights & Forward Planning). This included a 4-day self evaluation and improvement programme. Draft Improvement Plans were completed March09.	Sandra Brysland
Plan phased roll-out of PSIF to selected services			31/03/2009	A Continuous Improvement strategy was prepared which outlines the approach and operational requirements required for full implementation of PSIF across the Council. CMT report March 09	Sandra Brysland
Produce monitoring reports on BV Improvement Plan for Council			31/03/2009		David Webster


Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Ratio of Statutory Performance Indicators in upper:lower quartiles				1	2	2		1	2	2	2	WDC has 21 in upper quartile (down 1) and 14 in lower (up 3) based on 2007/8. Data for 2008/9 not yet available.	David Webster




Percentage of residents strongly agreeing or agreeing with the statement 'My council provides high quality services'				40%					55%	60%	65%	70%	Latest available data recorded 40% in 2005/6.	David Webster
% of Council employees who agree or strongly agree that they are continually seeking ways to improve their own service						73%			80%	85%	90%	95%	Not surveyed in 2008/9. Next survey May 2009.	David Webster
Cumulative number of Charter Mark accreditations awarded and held by the Council				11	16	20	22	22	22	22	22	22	No further new accreditations planned unless individual services decide to apply after PSIF	David Webster
Cumulative number of Investors in People accreditations awarded and held by the Council				3	5	5	6	6	6	6	6	6	No further new accreditations planned unless services decide to apply after PSIF	David Webster
Percentage of Citizens Panel respondents satisfied or very satisfied with Council Services				41%	60%	74%			65%	70%	75%	80%	Latest available data from Citizens Panel survey December 2007. Not surveyed in 2008/9. Next survey due 2009/10.	David Webster

Objective
Improve service efficiency and competitiveness



Action	Status	Progress	Due Date	Latest Note	Assigned To
Develop a systematic corporate approach to competitiveness		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">100%</div>	31/03/2009	Corporate approach and Action Plan being considered by CMT 17/3/09	David Webster

Objective
Join-up and share services with other providers











Action	Status	Progress	Due Date	Latest Note	Assigned To
Support WDC participation in National Shared Service Diagnostic Approach		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">100%</div>	31/03/2009	SS Strategy was agreed by CEGC in October 2008, and launched at SMN December 2008	Liz Cochrane













Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Number of shared service arrangements (external providers)						52	53					Targets will be set following the outcome of the Clyde Valley Community Planning Partnership work and agreement on the future direction of the National Shared Service Diagnostics work.	Liz Cochrane




Objective
Modernise internal business processes

Action	Status	Progress	Due Date	Latest Note	Assigned To
Identify and pilot the Kaizen process improvement technique in key Council services			31/12/2008	G2 Consultancy and Quality Scotland worked with WDC to pilot the use of Kaizen rapid improvement technique on the Sold Property Service. The workshops commenced in August and results were presented to elected members and senior staff in November and to relevant directors.	Sandra Brysland




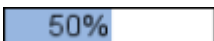














Objective
Implement the Continuous Improvement Plan for the Chief Executive's Department




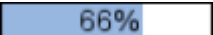
Action	Status	Progress	Due Date	Latest Note	Assigned To
Formulate CC & Marketing Service Standards			01/06/2009	Completed in May. Awaiting return from printer.	Louisa Mahon
Implement Communications & Marketing BV Review Action Plan			30/09/2008		Louisa Mahon
Undertake internal consultation exercise for CC & Marketing			31/03/2009	This has not been completed due to other commitments. The section has been operating with 3 vacant posts.	Louisa Mahon
Carry out benchmarking exercises against other audit service providers			31/03/2009	Due to delays in SLACIG agreeing a suite of measures it has not been possible to find other authorities willing to benchmark. This will be continued in 2009/10.	Lorraine Coyne
Develop PIs for Internal Audit			31/03/2009	Although SLACIAG have delayed the benchmarking process by not agreeing a suite of PIs, we have developed our own which will be reported to the Audit Committee in August 2009.	Lorraine Coyne










Review Internal Audit service standards			31/03/2009	Internal Audit standards revised. These will now be incorporated in standards for the whole Department.	Lorraine Coyne
Review Internal Audit stakeholder consultation process			31/03/2009		Lorraine Coyne
BV Review Policy Unit - Option Appraisal & Action Plan			28/02/2009	Timescale for review of CES Policy Unit has been extended to take account of Council decision 12/2/09 to create a Service Improvement Unit. This will now be reported early in 2009/10.	Liz Cochrane
Complete benchmarking phase (BV4) for BV Review of Policy			30/10/2008		David Webster
Develop and implement Investors in People Action Plan for Chief Executive's Department			31/03/2009	Was to be progressed by M Nichol who resigned in September. Now awaiting decisions on resourcing and structure of Dept.	David Webster
Review Policy Unit service standards			31/03/2009		David Webster

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of the Departmental Continuous Improvement Plan completed on schedule							50%	50%	75%	100%		By end 08/09 the Dept had agreed a Vision, had developed KPIs and drafted service standards. Still outstanding were stakeholder consultation, development of efficiency measures and option appraisal	David Webster







Priority
Promote sustainable development
Objective
Promote the principles and practices of sustainable development throughout West Dunbartonshire

Action	Status	Progress	Due Date	Latest Note	Assigned To
Coordinate activity to raise awareness of climate change			31/03/2009		Cheryl Marshall
Coordinate implementation of staff green travel plan			31/03/2009	Report has been produced but postponed sending to CMT until feedback/approval received on Carbon Management Plan as green travel plan links to this agenda. Will be taken forward in 2009/10.	Cheryl Marshall
Coordinate Local Footprint Project			31/03/2009		Cheryl Marshall
Coordinate participation in Local Authority Carbon Management Programme			31/03/2009	Carbon Management Plan circulated to CMT 2/3/09. Following feedback and approval it will be submitted to Corporate & Efficient Governance Committee for formal approval and implementation in 2009/10.	Cheryl Marshall
Develop an Integrated Habitat Network feasibility project			01/08/2009		Gillian Telfer
Develop and deliver a pilot Forest School project			22/05/2008		Gillian Telfer
Finalise Sustainable Development Strategy and Action Plan			31/03/2009		Cheryl Marshall
Help in the production of Clyde River Biodiversity Project feasibility report			01/12/2008		Gillian Telfer
Produce Climate Change Declaration Action Plan			31/03/2009	This has been delayed pending feedback and approval of Carbon Management Plan which forms much of the basis for the Climate Change Declaration Action Plan. This will be taken forward in 2009/10.	Cheryl Marshall

Produce Local Biodiversity Action Plan			31/03/2009		Gillian Telfer
Work towards Fairtrade status for West Dunbartonshire			31/03/2009	A report is being submitted to the CPP board regarding the resourcing of the steering group to enable this to be taken forward in 2009/10.	Suzanne Greer; Lewis Morrison

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To	
				Value	Value	Value	Value	Target	Target	Target	Target			
Percentage of Citizens Panel respondents who are very or mostly satisfied with their perception of overall quality of life					60%				64%	66%	68%	70%	This question has not been asked in Citizens' Panel surveys since 2006. Will be asked again in 09/10.	Cheryl Marshall
Ecological footprint (gha/cap)					5	5			5	5	5	5	2008/09 data not yet released (provided by Stockholm Env Institute)	Cheryl Marshall
Percentage of Strategic Environmental Assessments of Council plans that comply with the legislation						100%	100%		100%	100%	100%	100%		Cheryl Marshall

Priority
Promote equal opportunities
Objective
Promote equal opportunities throughout West Dunbartonshire

Action	Status	Progress	Due Date	Latest Note	Assigned To
Contribute to and monitor Gypsy Traveler Strategy		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div>	31/03/2009		Suzanne Greer; Graham McDermott
Contribute to development of Lesbian Gay Bisexual Transgender Network		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div>	31/03/2009		Suzanne Greer; Graham McDermott
Implement and monitor Disability Equality Scheme		<div style="width: 66%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">66%</div></div>	31/03/2009	Only two milestones remain outstanding. The Disability Profile is currently being designed for publication in 2009 and the A to Z of Services will also be completed 2009.	Lewis Morrison
Implement and monitor Equality & Diversity Strategy		<div style="width: 88%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">88%</div></div>	31/03/2009	All milestones completed with exception of publishing annual Equality Bulletin which has been delayed pending confirmation of schedule for West Dunbartonshire News.	Suzanne Greer; Graham McDermott; Lewis Morrison
Implement and monitor Gender Equality Scheme		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div>	31/03/2009		Suzanne Greer; Graham McDermott; Lewis Morrison
Review and update Race Equality Scheme		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div>	31/03/2009	A revised Race Equality Scheme for 2008/11 has been agreed by committee and is available on the internet.	Suzanne Greer; Graham McDermott

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Number of equality impact assessments of Council's plans, strategies, and policies completed					3	6	9	9	15	15	15		Lewis Morrison
CM4: Percentage of council buildings in which all public areas are suitable for and accessible to disabled people				29%	34%	40%	45%	44%	48%	52%	56%	No budget allocated for 2009/10. Target will only be met because of slippage from 08/09 and because of new schools. Target will not be met for 10/11 if there is no budget.	Lewis Morrison

Objective
Provide and promote equal opportunities within the Council

Action	Status	Progress	Due Date	Latest Note	Assigned To
Identify and carry-out work in the Access Improvement Programme			31/03/2009	Two of the four access improvement projects are still on-going. These will be completed by 30th June 2009.	Lewis Morrison
Support Equal Opportunities Training Programme			31/03/2009		Suzanne Greer
Support health theme of Integrated Impact Assessments			31/03/2009		Bobby Jones
Support inclusion of equalities monitoring in new corporate HR management system			31/03/2009		Lewis Morrison

Support inclusion of equalities monitoring in service provision			31/03/2009	A scorecard measuring the Council's performance in equalities has been drawn up and is being implemented across the Council.	Lewis Morrison
Support Integrated Impact Assessments			31/03/2009		Lewis Morrison
Support the development of equalities in procurement			31/03/2009	This is subject to further development in 2009/10.	Lewis Morrison

Priority
Improve the image and reputation of West Dunbartonshire
Objective
Develop the WDC brand

Action	Status	Progress	Due Date	Latest Note	Assigned To
Centralise Marketing & Communication Materials			31/03/2009		Lesley Anne Law; Louisa Mahon
Review the Council's Advertising/Media Policy			31/03/2009		Moira Rodger






Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of local and national media enquiries responded to within deadline providing the Council's right of reply						95%	98%	92%	100%	100%	100%		Louisa Mahon












Estimated advertising value of positive media coverage generated by the Council				No data for this range	117,000	90,000	180,000	200,000	250,000	New for 2008/9.	Louisa Mahon
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Priority
Provide research and information services
Objective
Improve the quality of social, economic and statistical intelligence to meet users needs

Action	Status	Progress	Due Date	Latest Note	Assigned To
Develop work to link SIMD, GIS and Address databases			31/03/2009		Valerie McIlhatton
Produce Social & Economic Profile and Quick Facts for 2008/9			31/03/2009		Valerie McIlhatton
Produce updated ward profiles			31/03/2009		Valerie McIlhatton

Performance Indicator	Status	Short Term	Long Term	2005/06	2006/07	2007/08	2008/09		2009/10	2010/11	2011/12	Latest Note	Assigned To
				Value	Value	Value	Value	Target	Target	Target	Target		
Percentage of respondents satisfied or very satisfied with the content of the Social & Economic Profile				No data for this range			80%	70%	70%	70%	70%		Valerie McIlhatton
Percentage of information requests met within 5 working days						95%	92%	90%	90%	90%	90%		Valerie McIlhatton

Action Status	
	Completed
	Assigned; In Progress
	Unassigned; Check Progress; Not Started
	Overdue
	Cancelled

PI Status	Long Term Trends	Short Term Trends
 This PI is significantly below target.	 The value of this PI has improved in the long term.	 The value of this PI has improved in the short term.
 This PI is slightly below target.	 The value of this PI has worsened in the long term.	 The value of this PI has worsened in the short term.
 This PI is on target.	 The value of this PI has not changed in the long term.	 The value of this PI has not changed in the short term.
 This PI cannot be calculated.		
 This PI is a data-only PI.		