

APPENDIX 1

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

Generated on: 24 January 2012




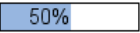
1-Outcome Areas
1.1-Regenerating & Growing Our Local Economy
(i)-Reduce unemployment and benefit dependency


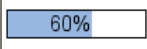

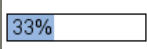
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
RBP/11-12/005 Develop a new co-ordinated approach to managing, funding and delivering CL&D, Advice Services and Employability Services within the Chief Executive's Department			31-Mar-2012	Lorraine Coyne	Progress with developing the single entry system has been affected by current and challenging resource issues.	Align and merge ex-CHCP Community Work team with ex-ELL Community Development team, to create single community development team within CL&D	Transfer progressing to plan. Due date was extended to 30 September to allow time for full staff consultation on revised structure for CL&D which incorporates the ex-CHCP Community Work Service.	30-Sep-2011	Yes
						Commence new two year European and CPP funded employability programme based on new service delivery models including developing increased coordination and single entry system	Progressing to plan, high quality applications for posts, recruitment and induction of full staff team completed. Tenders for Job Brokerage, Employer Engagement and Job Rotation are now at PQQ stage.	31-Mar-2012	No


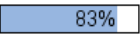
						between 2011 and 2013	Commissioned work should be operational by beginning of February 2012.		
						Develop strategic vision for the coordinated and joined up delivery by all relevant service areas	The strategic vision behind the service transfers have been described in a comprehensive paper that has now been approved by the CPP and Community Participation Committee.	30-May-2011	Yes
						Manage initial transfer of staff and budgets to CED	Transfer of all 3 services and budgets now complete. Significant and complex challenges ahead to reconcile a range of large budgets to meet with additional financial controls established by CPP.	30-Apr-2011	Yes
						Review current structure, strategic and operational priorities, budgets, and barriers and enablers within each individual service area with a view to preparing for more aligned collaborative working arrangements with other transferred service areas	Progressing to plan. A major development day was held on 23 August involving staff from all service areas to better understand strategic direction, analyse current strengths and weaknesses and plan improvements to respond to new operational demands. Further development sessions involving	30-Sep-2011	Yes

							staff at all levels of the service are planned for the coming months.		
--	--	--	--	--	--	--	---	--	--

1-Outcome Areas
1.1-Regenerating & Growing Our Local Economy
(ii)-Regenerate in a properly planned, co-ordinated, inclusive and sustainable manner

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/2011/ED/01 Develop successful partnership models to enable the delivery of key regeneration sites			31-Mar-2012	Michael McGuinness	Regular meetings have been taking place with developers of the key regeneration sites in order to provide assistance in progressing development on the sites - Lomondgate, Dumbarton	Agree Developers Protocol	It is intended to send the protocol formally to all developers and land owners. Developers have already been receiving a copy of the protocol informally for their comments.	14-Oct-2011	Yes
					Waterfront:Vico and Tesco, EXOON and the Queens Quay site. Feedback from developers is good and they welcome this more proactive and positive approach from Planning and Regeneration teams. Formal written feedback regarding the Protocol is being sought from developers and should be available in the next month. The milestone relating to the	Establish formal working group/regular liaison meetings for all key sites	A developers protocol has been produced and this is being circulated to all developers of key development sites. It outlines a new service to developers and landowners in terms of pre-application advice and an aftercare service. Initial liaison meetings have been undertaken for main sites.	30-Jun-2011	Yes
						Review Protocol following consultation with developers and amend	Feedback from developers will be considered.	04-Nov-2011	No


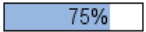

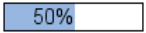
					review of the Protocol has gone beyond the due date as formal comments are awaited.	appropriately			
						Undertake end of year review of liaison meetings and annual report on their effectiveness	Any necessary changes will be made following this stage.	30-Mar-2012	No
H/2011/ED/04 Prepare an Infrastructure Investment Plan			31-Mar-2012	Michael McGuinness	A draft matrix of sites has now been prepared and will be the subject of discussions internally and with external agencies.	Complete research and baseline work	Basic research has been completed and a report is being prepared.	30-Sep-2011	Yes
						Establish a working group	The working group has now been established. The first meeting took place on 19th July 2011.	31-Jul-2011	Yes
						Prepare draft plan	A draft matrix of development sites within the West Dunbartonshire area has been prepared and will be the subject of discussions internally and with external agencies.	30-Nov-2011	Yes
						Report to HEED Committee for approval		01-Mar-2012	No
						Undertake consultation		31-Jan-2012	No
H/2011/ED/12 Investigate the feasibility of new industries as key growth sectors for West Dunbartonshire			31-Mar-2012	Michael McGuinness	This has been identified as an action through the Economic Development Strategy. A working group will be established in the near future.	Conduct feasibility review of new industries as key growth sectors		29-Feb-2012	No
						Establish working group	Key Growth Sector working group has been established and met.	31-Aug-2011	Yes
						Report results and develop action plan		31-Mar-2012	No

H/2011/ED/18 Establish the West Dunbartonshire Strategic Advisory Board			31-Mar-2012	Elaine Melrose	The West Dunbartonshire Strategic Advisory Board will engage key partners at the highest level across all sectors to promote/secure commitment and investment to able economic growth.	Consider public relations and communication strategy to support the aims of the Task Force	Discussion with P.R. to develop strategy being arranged.	30-Sep-2011	Yes
						Develop proposals and brief for Task Force	Complete.	31-Jul-2011	Yes
						Engage with identified individuals from business, government agencies, 3rd sector, Scottish Government etc to secure commitment from key players	Individuals are being identified as suitable for participation on task force.	31-Aug-2011	Yes
						Establish proposed governance arrangements and research core data requirements to support task force		31-Jul-2011	Yes
						Facilitate task force activity to enable delivery of priority actions once established		31-Mar-2012	No
						Launch Task Force	Task Force entitled The Strategic Advisory Board will have 'kick-off' meeting on Monday 5th December. Twenty two invited guests from across public and private sector will attend.	30-Sep-2011	Yes

1-Outcome Areas



1.1-Regenerating & Growing Our Local Economy



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



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/2011/ED/08 Review Dumbarton & Alexandria Town Centre Masterplans			31-Mar-2012	Michael McGuinness	This work has taken longer than first anticipated and draft reports are still being considered, particularly in the context of other projects. These reports will be submitted to the Head of Regeneration and Economic Development for discussion by 4th February 2012.	Assess progress of desk based reviews and agree timescales for remaining work.	Review work is underway. Dumbarton Review held up due to recent change of ownership of Artizan Centre.	12-Sep-2011	Yes
						Commence desk-based review and research best practice	Work commenced July 2011.	31-Jul-2011	Yes
						Commence preparation of review report with key recommendations.	Report will be completed by end of October 2011.	31-Aug-2011	Yes
						Complete reports.	Draft reports have been prepared by officers and are being considered. These will be submitted to the Head of Regeneration and Economic Development for discussion by 4th February 2012.	31-Oct-2011	No
H/2011/ED/10 Develop strategic marketing campaign that promote West Dunbartonshire for tourism and business investment			31-Mar-2012	Michael McGuinness	A strategic working group has been established and met. A marketing strategy for the area is being	Develop draft marketing campaign		29-Feb-2012	No
						Establish Strategic Working Group	Working group established with 1st meeting mid-Sept	31-Aug-2011	Yes

					developed.		2011 (internal WDC)		
						Implement marketing campaign		31-Mar-2012	No
						Organise and host Dunbartonshire Business Show		28-Sep-2011	Yes


1-Outcome Areas
1.2-Affordable and Sustainable Housing


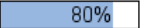


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
H/2011/HS/05 Complete our Local Housing Strategy and submit to the Scottish Government			31-Dec-2011	Helen Turley	Final consultative stage in progress until 25th November 2011. The consultative draft was approved by HEED committee on 2nd November 2011.	Agree and circulate a Housing Issues Paper to commence consultation on the LHS	Complete.	31-May-2011	Yes
						Carry out 2nd stage consultation on LHS	Second Stage consultation has been completed. All comments and returns are being assessed for inclusion within final LHS will be submitted to the Scottish Government in December and will be subject to a peer review.	25-Nov-2011	Yes
						Carry out First Stage Consultation	Three deliberative events held in each of the main settlement areas, feedback from these and other consultation vehicles will inform the draft LHS to be published in late September.	15-Jul-2011	Yes


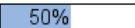

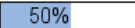
						Distribute Draft LHS to inform second stage consultation	To be distributed on 10 October 2011	30-Sep-2011	Yes
						Report LHS to HEED Committee for approval	Consultative Draft approved by HEED committee on 2nd November 2011	09-Nov-2011	Yes
						Submit West Dunbartonshire's Local Housing Strategy to the Scottish Government	Scottish Government received Local Housing Strategy on 30th November 2011	09-Dec-2011	Yes
H/2011/HS/21 Progress activity to implement Standard Delivery Plan for Housing			31-Mar-2012	Helen Turley	Three year Capital programme covering 2012-15 approved at HEED committee of 2nd November 2011.	Agree and implement 3 year rolling Capital Programme 2012-2015	Capital programme 2012-15 approved by HEED committee of 2nd November 2011.	30-Nov-2011	Yes
						Augment contingency proposals to reflect outcomes of discussions with partners	Paper outlining options with regards contingency proposals discussed at Housing Management Meeting	30-Nov-2011	Yes
						Consult with Scottish Government officials and Scottish Housing Regulator with regard to contingency proposals	Initial meeting with Scottish Housing Regulator held on 11th November 2011, both Regulator and Scottish Government will be consulted with during business plan assessment period.	30-Dec-2011	No
						Develop Contingency Plan and retention model options (Plan B)	Work has commenced regarding contingency plan and retention model in parallel with the	30-Dec-2011	No


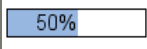

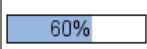
							business plan assessments. Special HEED Committee will take place in mid February.		
						Facilitate transfer of up to 45% of stock to ballot stage	Date of ballot stage changed to September 2012.	31-Mar-2012	No
						Secure support for contingency plan through Scottish Housing Regulator		31-Dec-2011	No
Homeless 2.5.2. Establish a model to determine the requirements for temporary accommodation provision to meet current and future need in West Dunbartonshire			07-Mar-2012	Helen Turley	Pilot to be developed within Dumbarton area, this will help inform the further development of a Temporary Accommodation Strategy	Final report to HEED committee	Draft Temporary Accommodation Strategy will be submitted to the HEED committee on March 7th	07-Mar-2012	No
						Initial Meeting held with Scottish Government	Complete.	31-Mar-2009	Yes
						Model produced as part of temporary accommodation strategy	Arneil Johnstone commissioned to develop model which will inform the development of a temporary accommodation strategy.	30-Sep-2011	Yes
						Temporary Accommodation Strategy produced	New action temp accommodation strategy to be produced and reported to HEED committee	02-Nov-2011	Yes

1-Outcome Areas
1.3-An Improving Council


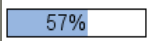
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/CM/003 Work in partnership with ICT to overhaul the Council website including a redesign, improved content, increased engagement and the creation of a more useful resource for residents and stakeholders.		<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #0070c0; width: 20px; height: 15px; position: absolute; top: -2px; left: -2px;"></div>33%</div>	31-Mar-2012	Lorraine Coyne	The Council's new website has been 90% built by Innovation Digital and is currently in testing. There is an on-going problem with the mapping software caused by the web developers finding it a problem to access one of our databases. Staff training has been scheduled for late January and services have been contacted to nominate individuals for this training. We will then begin the process of creating content on the new site. 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.	Begin training sessions for staff involved in the new website		17-Nov-2011	Yes
						Complete the handover phase to include content input and web optimisation.		31-Jan-2012	No
						Hold a scoping meeting with contractor's Innovation Digital to determine the priorities for the new website	Complete.	12-Apr-2011	Yes
						Launch the new internet site		31-Mar-2012	No
						New website goes 'live' to West Dunbartonshire Council although not to the public.		20-Feb-2012	No
						Receive a test site from Innovation Digital to test for functionality and content		28-Oct-2011	Yes
						Sign off mock 'wire-frames' of the proposed new website	Complete.	04-Jul-2011	Yes

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

						and Health & Social Care by August 2011	31st August 2011.		
CS/1115/HROD/006 Continue to develop informal and formal management training programmes to improve absence levels within WDC.			31-Mar-2012	Tricia O'Neill	Third quarter review: Ongoing management of attendance at work. Comprehensive manager training session and employee briefing session on the new attendance management policy and procedure was undertaken in the quarter, resulting in training deliver to approx 400 managers and approx 1,300 employees. Attendance management action plan developed to ensure ongoing work continues to reduce absence levels, including utilising WMS to provide statistical information for managers.	Evaluate all training undertaking for year and assess absence levels		12-Mar-2012	No
						Formal training programme to be developed to support new Attendance Management Policy roll out across the Council	Contents of training programme and format completed. Successful delivery of training to managers and briefing sessions to employees.	31-Aug-2011	Yes
						Review Absence Management Policy		01-Mar-2012	No
						Training programme schedule to be developed	Training programme including briefing sessions for forthcoming year has been developed. Dates may move subject to date policy is implemented.	30-Jun-2011	Yes
CS/1115/HROD/014 Continue development of leadership development framework for senior managers			31-Mar-2012	Tricia O'Neill	draft framework referred for CMT discussion. Development progressing of key elements pending agreement on wider framework.	Evaluate impact of leadership development		31-Mar-2012	No
						Implement agreed programme of development	Implementation timelines included within draft framework.	31-Jan-2012	No
						Present options to CMT on phase 2 for leadership	Draft framework competed and referred for CMT	30-Sep-2011	Yes


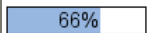

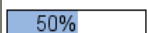
						development	discussion		
						Report outcomes of phase 1 evaluation	Evaluation complete and discussed.	31-Jul-2011	Yes
CS/1115/HROD/015 Complete full roll-out of new PDP framework across the Council			31-Mar-2012	Tricia O'Neill	Roll-out programme completed and plan for phase 2 implementation developed for 2012/13 annual cycle.	Agree roll-out plan with departments	Discussions completed with business partners on departmental roll-out commencing 1st September.	31-Aug-2011	Yes
						Evaluate implementation		29-Feb-2012	No
						Implement supporting development programme	Supporting development programme designed and agreed.	30-Sep-2011	Yes
						Report on outcomes to CEGC		31-Mar-2012	No
CS/1115/PSIF/004 Continue development of the workforce management system			31-Mar-2012	Tricia O'Neill	Q3 Update - The establishment work is ongoing and is approximately 90% complete. This work will be completed by 31st March 2012. We currently have a resource seconded to us from ICT who is assisting with writing Management Information reports which will be rolled out once the establishment is updated. Some of the work will need to be carried over to 2012/13. Namely roll out of HR21, Absence Management and the Payroll Process	Development of full manager self-service capacity across Council for absence leave etc	We have now taken delivery of the Self Service module - requires to be fully tested. We have resource from Frontier (supplier of HR21) supporting us in the deployment of HR21. Whilst we will roll-out HR21 within HR. We will not be able to roll this out further before the year end. This project will carry over to 2012-13.	24-Feb-2012	No
						Development of HR Connect for absence reporting and recording for planned full roll-out across Council	HR Connect will not currently be rolled out across other departments - Working is ongoing with WMS to enable all absence reports to be produced	31-Mar-2012	No

					review.		directly from the system - this will enable departments to stop keeping duplicate records. Working with ICT to utilise an email tool to allow trigger emails to be sent to managers / employees. In order for functionality to work correctly the Establishment on the WMS requires to be fully populated with correct reporting lines - work is ongoing in this area. Amended to 31st March 2012.		
						Identification of key areas of HR and pay administration requiring further streamlining and customising solutions to support resource management	The key areas identified are - Sickness, Contractual changes and timesheets. Plans are being drawn up to take this work forward for 2012/13	30-Dec-2011	Yes
						Identification of linkages with other HR systems to ensure efficiencies in resource capacity and develop synergies where possible i.e. recruitment portal, workflow etc	We have indentified linkages with other system in order to link the WMS to other HR Systems. It is not possible to link to the Recruitment Portal however we are working on producing reports from the portal that will allow us to upload data directly into WMS. We also	30-Dec-2011	Yes




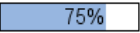
							have secured a resource from ICT to assist us with developing workflows as the required module from the WMS supplier has been delayed to Q2 2012.		
							Identification of workforce and information priorities to determine timetable of roll-out for WMS	30-Jun-2011	Yes
E/11-15/Stf/01 Review the management structure of schools and the related staffing formula			31-Mar-2012	Laura Mason	On track.	Identify surplus primary DHTs	Complete	30-Jun-2011	Yes
						Review admin/clerical and learning assistant staff to see if more efficient working practices can be developed	Complete.	31-Dec-2011	Yes
						Review allocation of secondary teaching staff and promoted staff	This process is continuing on a school by school basis and should be complete by the end of February.	29-Feb-2012	No
						Review the former Strathclyde Region model of the staffing formula.	On track.	31-Mar-2012	No
						Review the primary allocation of PTs/DHTs	Complete	31-Aug-2011	Yes
						Staffing processes to be streamlined	Complete.	13-Dec-2011	Yes

						and implemented			
						Transfer two surplus primary DHTs into current vacancies	This has been delayed because of the delay in appointing the HT at Goldenhill Primary. It should now be complete by the end of March.	31-Mar-2012	No



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



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/RP/033 Identify Member development needs in relation to building and maintaining positive relationships with each other and with officers			31-Mar-2012	Lorraine Coyne	Questionnaire feedback being reviewed. Proposals for draft development programme to be completed by end of Feb and programme implemented to coincide with election timetable.	Complete assessment of member development	Reviewed member development programmes and resources.	31-Oct-2011	Yes
						Identify new development opportunities	TNA questionnaire issued to all members	09-Dec-2011	Yes
						Implement a new Members' development programme	Date amended; development programme to coincide with pre and post election needs.	31-Mar-2012	No
CED/11-15/RP/034 Evaluate effectiveness of member's Business Day Programme			31-Jan-2012	Lorraine Coyne	Feedback questionnaire being reviewed; proposals for 2012 programme to be completed end Jan.	Evaluate the results of the questionnaires		31-Jan-2012	No
						Issue evaluation questionnaire to all participants in the CMT/administration development sessions	Questionnaire issued to all members.	09-Dec-2011	Yes

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

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
AIP08 Develop a Consultation Plan to involve stakeholders in a review of the mission, vision and values			30-Jun-2012	Lorraine Coyne	This work will be completed once a new Administration is in place.	Consider results of consultation in formulating the vision, values and mission statements		30-Jun-2012	No
						Determine appropriate consultation methodology		31-Dec-2011	No
						Determine list of all stakeholders to be consulted	Complete.	31-Oct-2010	Yes
CED/11-15/RP/035 Embed the 4 Strategic Priorities identified by Members for 2011/12 into the Council's decision making process.			31-Mar-2012	Lorraine Coyne	Development of workshop to evaluate strategic priorities will form part of 2012 business day programme.	Agree the development of a decision making framework in relation to key projects & initiatives	Complete.	25-May-2011	Yes
						Agree the strategic priorities for 2011/12	Complete.	25-May-2011	Yes
						Deliver workshop to evaluate relevance of strategic priorities for subsequent years		31-Mar-2012	No
						Develop a decision making framework to embed the 4 Strategic Priorities	Guidance issued.	30-Sep-2011	Yes


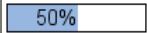
2-Corporate Assessment
 2.1-Vision & Strategic Direction
 (iii)-Improve the SOA process

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/CP/001 Oversee the development, monitoring and reporting of the SOA 2011 - 2014			31-Mar-2012	Lorraine Coyne	The SOA 2011/14 was approved by Council and was submitted to the Scottish Government in June 2011. The performance framework for the SOA has now been 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. Currently preparing the SOA 2009/11 final progress report. Deadline for	Ensure full community involvement in drafting of new SOA 2011 - 2014	Complete. Innovative and unique levels of community involvement through major consultation events before and after SOA was drafted and individual community residents contributing to the content and writing of SOA through member of 3 multi agency writers' groups.	18-May-2011	Yes
						Ensure SOA annual progress report is submitted to Scottish Government.	The SOA 2011/14 was approved by Council and was submitted to the Scottish Government in June 2011. The performance framework for the SOA has now been 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	31-Dec-2011	Yes

					completion is 25th November 2011.		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. Draft report submitted to Scottish Government on 20 December 2011.		
						Get approval for draft SOA from CPP Strategic Board and Council	completed	30-Jun-2011	Yes
						Manage and lead completion of draft SOA and write key narrative sections	Complete.	18-May-2011	Yes
						Review content of SOA subject to final comments from Council and CPP and submit to Scottish Government.	SOA now submitted to Scottish Government, very positive feedback about form and content of document. .	31-Jul-2011	Yes
CED/11-15/CP/004 Manage the design and implementation of Community Planning programmes that deliver SOA outcomes			31-Mar-2012	Lorraine Coyne	Following scrutiny of submitted output/outcome templates, and negotiation with CPP Programme Lead Officers, the majority of CPP Programme outputs and outcomes have been finalised. Performance indicators have	Develop clear conditions of grant for all CPP funded initiatives to ensure delivery of relevant SOA outcomes	Detailed conditions of grant, relevant to each service area, have been developed and communicated to key CPP funded initiatives.	30-Jun-2011	Yes
						Ensure that performance monitoring and financial controls inform all CPP programmes	Analysis of all CPP programmes confirm this is being addressed through a range of initiatives including CPP	31-Oct-2011	Yes


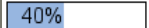
					been created and aligned to the CPP Thematic Group 2011/12 scorecard on Covalent. Guidance on the reporting process has been cascaded to Thematic Group Lead Officers and Programme Lead Officers. A full report from each of the 6 Thematic Groups is due to be submitted to the CPP Manager by 23/12/11. These reports will be summarised and submitted to the next scheduled CPP Strategic Board. In the process of integrating new projects awarded funding by CPP Strategic Board on 8/8/11.		Conditions of Grant, guidance to Thematic Lead Officers and support staff, rigorous budget analysis and attendance at Thematic Group meetings.		
						Review the purpose and focus of existing CPP programmes and ensure their strategic and operational fit with new SOA 2011 - 2014	Complete. All CPP programmes now contribute directly and clearly into key SOA priority areas and are reflected in a thematic scorecard.	06-May-2011	Yes

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


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/CP/005 Oversee the effective governance and management of Community Planning			31-Mar-2012	Lorraine Coyne	Significant work to establish good governance and management of Community Planning was carried out in 2010	Ensure financial controls and performance issues are fully scrutinised at thematic group meetings	CPP performance and Finance staff are attending all thematic group meetings to improve their skills and understanding of	31-Oct-2011	Yes

					- 2011. This is evidenced through the completion of a comprehensive CPP Partnership Agreement and the work of all CPP structures. There are no anticipated major concerns about CPP governance during 2011 - 2012, and work is progressing to plan.		scrutiny role.		
						Lead PISF exercise for Strategic Board in collaboration with Improvement Service	Initial session completed. Given that WD CPP is one of first CPPs in Scotland to complete PSIF exercise, Improvement Service are facilitating this work directly. The main self evaluation session will be conducted in coming months. Completion of exercise has been delayed by difficulty in agreeing date with Improvement Service.	31-Mar-2012	No
						Review reporting and meeting schedules for CPP Executive Group and Strategic Boards	Completed	30-Sep-2011	Yes
						Support the implementation of the Partnership Agreement throughout community planning structures	All structures operating effectively. Enhanced role of Strategic Board in terms of recommending allocation of funding on Exec Group behalf was successfully piloted at August meeting.	31-Mar-2012	No


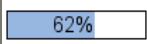
2-Corporate Assessment
 2.2-Performance Management & Improvement
 (i)-Improve the corporate planning, service and budget process

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/RP/015 Develop and implement the corporate planning process for 2012/17			31-Mar-2012	Colin McDougall	Corporate Plan 2012/17 objectives agreed by Council (DATE) Currently reviewing PIs with departments, revising targets where necessary and rolling forward targets for 2015/16 and 2016/17. Targets will be submitted to a future Council for agreement prior to implementation from 1st April 2012.	Agree any changes to corporate themes, priorities, objectives, PIs and targets	Complete.	30-Jun-2011	Yes
						Produce revised Corporate Plan 2012/17		31-Mar-2012	No
						Review Corporate Plan for 2011/15 and identify opportunities to revise existing themes, priorities and objectives	Complete.	30-Apr-2011	Yes
						Review the corporate planning process and its links with the budget process and departmental planning and identify improvements		31-Mar-2012	No
						Set up Corporate Plan 2012/17 scorecard in Covalent		31-Mar-2012	No

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



Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/RP/013 Implement revised Public Performance Reporting arrangements at a Corporate level for the Council		<div style="width: 100%; background-color: #4F81BD; height: 10px;"></div> 100%	31-Mar-2012	Colin McDougall	The Council's public performance report for 2010/11, 'Measuring Up?', was published on the homepage of the Council's website on 29th September in advance of the 30th September statutory deadline. Copies were e-mailed to all elected members and the senior managers' network. A limited number of hard copies (around 350) were available from Council receptions, libraries, community centres etc. by November 2011. Audit Scotland are currently reviewing all Councils' PPR arrangements and their feedback will help inform future PPR activity.	Co-ordinate data collection with all departments	Complete.	09-Sep-2011	Yes
						Determine format for PPR	Complete.	30-Jun-2011	Yes
						Produce and distribute hard copies to libraries, reception areas etc	Electronic copies sent to SMT including schools and Councillors in October 2011. Around 350 hard copies distributed to Council reception areas, halls, libraries etc. in November 2011.	31-Oct-2011	Yes
						Produce draft publication for design and print	Publication produced and designed.	22-Sep-2011	Yes
						Publish on WDC website	Published on internet 29 September 2011.	30-Sep-2011	Yes
						Review existing arrangements in accordance with available resources	Complete.	31-May-2011	Yes


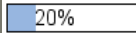
2-Corporate Assessment
 2.2-Performance Management & Improvement
 (iii)-Improve risk management

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/11-15/RP/024 Review approach to strategic risk management			31-Mar-2012	Colin McDougall	Three milestones are not yet completed, including further development of the strategic risk themes. A report is being prepared for the CMT meeting on 7 February 2012.	Establish Strategic Risk Working Group and hold initial meeting	Initial meeting took place on 1 July 2011.	31-Jul-2011	Yes
						Further develop strategic risks.	Work is in progress with CMT members. Completion date extended to 29 February 2012 to accommodate further work.	29-Feb-2012	No
						Provide training in enterprise risk management for staff in all Council departments	Thirteen Council officers participated in a two day training course on 6 and 7 June.	30-Jun-2011	Yes
						Refresh risk trees in Covalent for strategic, department, operational, project and partnership risk	Complete.	30-Nov-2011	Yes
						Review and reissue the Council's risk management methodology	In progress but not yet complete.	31-Jan-2012	No
						Review and reissue the Council's risk management policy statement	Complete.	31-Oct-2011	Yes
						Review and reissue the Council's risk	Once finalised, strategy to be sent	31-Jan-2012	No


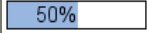

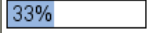
						management strategy	to CMT for approval.		
						Review the Council's strategic risks and determine key themed areas	Five high level strategic risks were identified at a session of the Strategic Leadership Group on 17 May.	31-May-2011	Yes

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


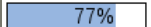
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
AIP12 Review and implement CMT PSIF Improvement Plan		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2012	Keith Redpath	Arrangements being made to review use of PSIF across all council services.				
AIP13 Prepare for Best Value 2 audit due in 2012/13		<div style="width: 33%;"><div style="background-color: #4F81BD; height: 10px; width: 33%;"></div></div> 33%	30-Jun-2012	Terry Lanagan	CMT took a decision to defer this action to June 2012 to allow time to have a CMT workshop to develop the Action Plan. Workshop has been scheduled for 9 Feb 2012.	Monitor and review action plan	As CMT deferred development of the Action Plan to April, monitoring and reviewing of it was deferred from March to June 2012.	30-Jun-2012	No
						Prepare action plan	CMT took a decision to defer this milestone from December 2011 to April 2012 to allow time to have a CMT workshop to develop the Action Plan. Workshop has been scheduled for 9 Feb 2012.	01-Apr-2012	No
						Research requirements of BV2 and consider	The Council's readiness has been considered and a	30-Sep-2011	Yes


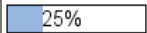
						the Council's readiness	report submitted to the Council's Manager of Risk & Performance.		
CED/1112/AIP/001 Review Continuous Improvement strategy and build in characteristics of BV2 to ensure compliance with the Local Government Scotland Act			31-Jul-2012	Angela Terry	Programme of work linked to PSIF and continuous improvement has now been integrated within OD function of HR&OD. Transition of current work plan is underway and review of the council's approach to PSIF, other business improvement tools, and the overall CI strategy will complete by 31/03/2012.	Build consultation into CI Strategy programme(s) of work	Discussions to be arranged with CPP staff who have responsibility for community engagement and consultation and build into strategy.	30-Jun-2012	No
						Develop an efficiency methodology and measures of success	BV Toolkit for Efficiency will be embedded in strategy to meet the requirements of best value.	31-Jul-2012	No
						Develop indicators to monitor and measure the impact of improvement activity	Indicators being developed from the results element of PSIF for all service areas.	30-Apr-2012	No
						Develop programme for PSIF for 2011/12	Social Work and Health and Housing programme agreed. Decision by CMT to roll out to services subject to external inspection.	30-Sep-2011	Yes
						Ensure BV toolkits continue to be covered in the Continuous Improvement Strategy	Will be reviewed as part of CI strategy review.	31-Dec-2011	No


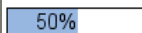
2-Corporate Assessment
 2.2-Performance Management & Improvement
 (v)-Improve organisational culture

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/1115/HROD/016 Increase satisfaction levels across employee engagement factors			31-Mar-2012	Tricia O'Neill	Employee survey scheduled for discussion at SLG 30/01/12. Development progressing of key improvement areas pending outcome of SLG discussion.	Implement 2011 employee survey	Survey issued; closing date 20/06/11.	31-May-2011	Yes
						Implement improvement plan	Discussion scheduled for SLG 22/12/11 postponed until January	31-Dec-2011	No
						Issue pulse survey to gauge & evaluate impact		31-Mar-2012	No
						Report on results and outcomes to Council	Reported to CMT & SMN.	30-Sep-2011	Yes
CS/1115/HROD/017 Continue to positively address issues influencing organisational culture			31-Mar-2012	Tricia O'Neill	Programme linked to employee survey improvement plan for discussion at next SLG 30/01/12. Development of key improvement areas progressing pending outcomes of SLG discussion.	Evaluate outcomes of change programme		31-Mar-2012	No
						Implement agreed change programme		30-Nov-2011	No
						--New Milestone--			No
						--New Milestone--			No
						Produce draft programme of work		30-Sep-2011	Yes
Report outcomes of strategic assessment to SLG	To be discussed at next SLG 22/12/2011. meeting postponed until January.	30-Nov-2011	Yes						

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




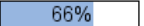


Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/1115/FICT/013 Continue to develop the 10 year Financial Strategy - Focused on future years financial projections.			31-Mar-2012	Stephen West	report now compiled for special council on 26 January 2012 with updated 13/14 & 14/15 financial projections. Finance strategy to be reported to Members post council tax/budget setting - target June 2012	2011/12 & 2012/13 scrutinise information, collate corporate position & report to CMT	Running slightly late due to Year End work for 2010/11, now to go to CMT 18 October 2011	30-Sep-2011	Yes
						2013/14 & 2014/15 Gather information from departments on draft budget submissions	Submissions for Years 2 and 3 received from departments on time	31-Oct-2011	Yes
						2013/14 & 2014/15 Scrutinise information, adjust for known agreed changes 2012/13, collate corporate position	Analysis and effects of 2012/13 variables input into 2013/14 and 2014/15 models to revise future position. Position reported to Council 15 December 2011	30-Nov-2011	Yes
						Gather information from departments on current 2011/12 probable outturn and 2012/13 draft budget submission	Currently under review	31-Aug-2011	Yes
						Input known changes to budget submissions from special Council October & CMT management adjustments	No special council in October 2011. Management adjustments have been processed	30-Nov-2011	Yes
						Report draft budget book 2012/13 to members	Draft Budget Book provided to Members in time for Council meeting of 15	31-Dec-2011	Yes


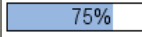
							December 2011		
						Update 2011/12 budget for known changes due to virements & contingency fund	Report to CMT on year end position - continuing favourable variances considered by directorate & CMT through specific meetings during august 2011. final position to be confirmed for period 5 BCR	30-Sep-2011	Yes
						Update 2013/14 & 2014/15 position based on final budget 2012/13 & report to SFWG		30-Mar-2012	No
						Update draft budget book 2012/13 for final position agreed by Members & provide Members & departments with final budget book		30-Mar-2012	No
CS/1115/FICT/014 Review of reserves and provision policy			31-Mar-2012	Stephen West	review of calculation of provisions for recommendation of year end positions to CMT is ongoing	Review current policy on types and calculation methodology for provisions for 31/3/11	Completed as part of year end process for 2010/11 Annual Accounts	30-Jun-2011	Yes
						Review current policy on types and calculation methodology for provisions for 31/3/12	Target date revised - review to be completed prior to financial year end for 2011/12	31-Mar-2012	No
						Review policy for prudential reserve target levels (HRA & General services)		31-Mar-2012	No

						based upon agreed budget 2012/13			
						Revised provision levels based upon known information for year end accounting purposes		31-Mar-2012	No
CS/1115/PSIF/019 Review budget settings/long term financial strategy			31-Mar-2012	Stephen West	Mid Year - Completion of milestones to date have led to further improvement in the Council's budgetary position . Further development is ongoing.	Align workforce planning to the medium and longer term budget setting process.	Due date changed to align with budget setting 2012/13 & amendments thereon to the financial strategy	31-Mar-2012	No
						Develop and approve a longer term capital plan - identify areas of risk and processes to mitigate/minimise those risks	longer term plan on hold, pending outcome of Income securitisation	31-Mar-2012	No
						Develop further the link to spend to save projects (revenue/capital) and the likely (revenue/capital) budget savings going forward	Any savings identified through capital or spend to save are identified and taken into account within the estimates process	30-Sep-2011	Yes
						Develop processes to allow the in-year budgetary monitoring to align with the future years forecasting	This process links in-year contingency funds, year end recurring variance monitoring to the budget gap/ financial strategy	30-Sep-2011	Yes
						Develop processes to forecast changing positions forward to allow inclusion into the	Complete - current burdens recently reviewed.	31-Oct-2011	Yes

						budget forecasting			
						Develop the link of budgetary planning with service planning	further work is required on output and outcome measures. Target date revised to be in line with the other milestones which end on 31 March 2012, as aim to have a remaining milestones completed at the same time	31-Mar-2012	No
						Identify areas of high risk change over the short medium and long term (e.g. demographics, taxation & legislation changes)	Completed	30-Apr-2011	Yes
						Strengthen links between budgeting process and capital programme	Deadline is linked to the development of the capital plan process (by the asset management group) and the revenue budget. currently spend to save capital bids are identified and appropriate steps taken to amend revenue	31-Mar-2012	No


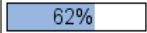
2-Corporate Assessment
2.4-Use of Resources - Financial Management

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CHCP/Q/13.06 Finalise the development of Commissioning Strategies across CHCP services			31-Mar-2012	Soumen Sengupta	CHCP service areas for the development of commissioning strategies have been identified and timescales for delivery are being set in advance of first set being finalised for approval.	Areas for commissioning strategies identified	Complete.	01-Jun-2011	Yes
						Timetable for completion confirmed	Complete.	01-Sep-2011	Yes
						Two commissioning strategies presented to CHCP Committee	Commissioning Strategy to be presented to CHCP Committee on 25 January 2012 for consideration.	31-Jan-2012	Yes
CS/1115/FICT/016 Implement, monitor and evaluate spend to save options			31-Mar-2012	Stephen West	evaluation continues post spend	Identify spend to save bids for remaining capital budget and modernisation fund for CMT review	Complete.	30-Jun-2011	Yes
						Implement, monitor and evaluate outcomes on agreed spend to save projects		31-Mar-2012	No
						Options appraisals on spend to save options and report to council on recommended bids	completed - report to council august 2011 & bids approved	31-Aug-2011	Yes
CS/1115/FICT/017 Administer financial input into Clyde Valley shared services (support services)			30-Sep-2012	Stephen West	Council 31/8/11 agreed to withdraw from CVSS.	Provide financial and staffing analysis for input into shared services model - managed by East	Complete.	31-May-2011	Yes

						Renfrewshire / Inverclyde			
						Review output documentation to ensure accuracy of information	Complete.	31-Jul-2011	Yes
						Review the accuracy of financial and staffing information within report to Council on recommendations on future actions	Complete.	30-Sep-2011	Yes
CS/1115/FICT/066 Implement new corporate approach to procurement			31-Mar-2012	Stephen West	Q3 update 2011/12 - The draft Procurement strategy has been approved by the CMT and will go to the CEGC in March 2012. The new Procurement Manager has been appointed and, on commencement in Spring 2012, will lead the organisational change required to implement the new structure. Work is progressing on the 57 point action plan	Develop draft Procurement Strategy aligning to Procurement Capability Assessment improvement plan - for Executive Director of Corporate Services	Information for new strategy will be pulled together over the next few months as work progresses on the development of Procurement in WDC. Now complete and draft Strategy document circulated for comment prior to issuing to CMT for discussion on 15 November 2011	31-Oct-2011	Yes
						Generate a report to CMT identifying options for future service delivery along with recommendations as to implementation of Procurement Opportunities	Report was considered by the CMT on 28th June 2011 and an action plan for implementation of recommendations has been prepared.	30-Jun-2011	Yes
						Implement the restructure of the Procurement function	Interviews for manager's post are being held on 11th January 2012. New structure will be	31-Mar-2012	No


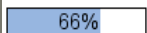
							implemented following commencement. Due date has been revised.		
						Present Procurement Strategy to CMT for approval	Strategy was presented to November meeting of CMT and no amendments have been made. It is due to go to the March 2012 CEGC for formal sign off	30-Dec-2011	Yes


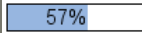
2-Corporate Assessment
2.5-Use of Resources - Assets

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/1115/FICT/007 Modernise ICT service to deliver efficiencies, remove duplication and streamline IT processes and systems			30-Mar-2012	Patricia Marshall	Jan 2012. One Stop Shop (OSS) project progressing and agreement reached that OSS will be managed by Customer Services Section. Staff and TU consultation started. Although majority of targeted servers have been decommissioned (12 of 17 targeted for 2011-12), some of the remaining servers require application testing prior to decommissioning.	Develop securitisation funding bid for transformation of Council Services for Customer First Workstream	High level business case approved	24-Jun-2011	Yes
						Develop securitisation funding bid for upgrade of desktop service	High level business case approved	31-May-2011	Yes
						Develop securitisation funding bid to upgrade Councils core network infrastructure	High level business case approved	24-Jun-2011	Yes
						Implementation of ICT incident management	ICT Support teams in place following ICT restructure	30-Sep-2011	Yes


					ICT are liaising with the relevant departments to facilitate testing.	procedures, reducing duplicate processes and increasing first time fix rates, & proceduralise repeat IT support incidents			
						Investigate & make recommendation on linking HR system to Active Directory	Oct 2011. Initial investigations have highlighted that ICT procedures for Active Directory maintenance should be improved and streamlined prior to linking with other systems.	30-Sep-2011	Yes
						Rationalise number of Unix & Wintel servers	Jan 2012. Twelve of planned 17 servers to be decommissioned are complete. Application testing required for remaining 5 servers.	30-Mar-2012	No
						Receptions & One Stop Shops - Implement first One Stop Shops in Alexandria	Dec 2011. New target date agreed	30-Mar-2012	No
						Streamline IT software estate by decommission departmental Applications and Systems in favour of corporate systems	Process reviews underway as part of service transformation identifying opportunities to reduce number of applications.	30-Mar-2012	No


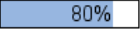
CS/1115/PSIF/020 Develop capital investment process			31-Mar-2012	Stephen West	Mid Year: Process for monitoring and evaluating of capital programme recently reported to CMT. Development of a more strategic and longer term capital bid process is currently under discussion by the Strategic Asset Management Group.	Develop process for the asset management group to recommend & monitor the capital budget - to ensure capital spend is maximised for long term benefits	Asset Management Group currently discussing the overall capital process development which will be in place from 1/4/12	31-Mar-2012	No
						Develop the investment option appraisal process & roll out refresher training	Due date changed to coincide with the process starting for the 2013/14 bids, taking place post 1 April 2012.	31-Mar-2012	No
						Develop the post-project review process & the monitoring of this by the asset management group	Process for the monitoring and evaluation of projects has recently been discussed at the CMT	31-Mar-2012	Yes
						Develop the prioritisation of project bids departmentally & corporately by identified set of criteria agreed by all stakeholders	Due date changed to coincide with the process starting for the 2013/14 bids - taking place post 1 April 2012.	31-Mar-2012	No
CS/PSIF/CMT/001 Develop process/system for business cases and project management of core WDC projects and conduct post evaluation of major project spend			31-Mar-2012	Stephen West	Draft report on monitoring and evaluating process presented to CMT in September 2011 is ready to be updated taking into consideration best practice from other local authorities. Updated report is due reported to	Contact other local authorities to establish if they have processes and paperwork that they are willing to share	Questionnaire submitted to members of the West of Scotland Finance Officers Forum - responses now received	31-Dec-2011	Yes
						Develop process to evaluate and monitor major investment projects and post	Initial Draft passed to CMT for consideration in September 2011.	30-Nov-2011	Yes



					CMT prior to 31 March 2012.	completion evaluation			
						Obtain approval of CMT regarding new processes	Due date updated, based upon CMT meeting dates. Revised completion following CMT review of draft procedure and requesting further work to be undertaken	31-Mar-2012	No
CS/PSIF/CMT/008 Develop an approach to ensure all capital projects are evaluated based on whole life costing, and are project managed, monitored and measured over £100,000			31-Mar-2012	Gillian McNeilly	The CMT requested further information prior to approving process resulting in finalisation being postponed - the draft report presented to CMT in September 2011 is now ready to be updated taking into account best practice from other local authorities.	Contact other local authorities to see if they are willing to share any processes or paperwork		31-Dec-2011	Yes
						Discuss with budget holders and draft templates of information required for monthly & year end monitoring	Date changed due to short term working group commencing post summer recess	30-Sep-2011	Yes
						Discuss with relevant staff and develop draft procedures for monitoring as part of yearend process for appropriate projects		30-Sep-2011	Yes
						Discuss with relevant staff and draft procedures for monitoring on a regular basis as part of the BCR process throughout year for appropriate projects		30-Sep-2011	Yes

						identify 2012/13 relevant projects and commence monthly monitoring	process will commence for new capital projects identified in 12/13 onwards - capital projects 12/13 will be identified when capital plan for that year is approved	31-Mar-2012	No
						train appropriate departmental staff on procedures & completion of information template to allow monthly and year end monitoring	postponed to new date pending further information to CMT prior to approval	31-Dec-2011	No
H/2011/CAM/07 Research and prepare funding proposals for the Non-Operational Estates Rental Income			31-Jul-2012	Elaine Melrose	Research has been carried out on this alternative Business Model. 12 projects have been identified which can be taken to the detailed business case stage. A briefing for Elected Members has taken place on these projects and a report will be submitted to Council on 29th June 2011 for consideration.	Identify preferred financial institution to provide debt finance to LLP	October 2011 Council considered a report recommending that the funding competition commenced in April 2012. The Council decision however was to wait until the financial requirements of the 12 development projects was known. A further report will need to be submitted in the first quarter of next year seeking approval to go out to the market securing a preferred fund. DUE DATE CHANGED to 31/07/12 as a result of members decisions.	31-Jul-2012	No
						Prepare council report on all	All project proposals were submitted and	30-Jun-2011	Yes

						successful bids and submit to Council.	approved by Council in June 2011.		
						Prepare detailed business cases on selected projects for consideration by Council	Detailed Business Plans completed. A report will go to Council in March 2012 regarding the detailed Business Plans being considered.	31-Dec-2011	Yes
						Prepare funding proposals for projects for consideration as part of securitisation.	Complete.	15-Apr-2011	Yes
						Review Asset Management Strategy & associated Asset Plans on an annual basis	Ongoing	31-Mar-2012	No
						Set up special purpose LLP company and board to oversee and operate the vehicle which will operate the Council's Estates Portfolio on its behalf.	Work is ongoing.	29-Feb-2012	No
						Undertake challenge panel process on all projects.	Complete.	30-Apr-2011	Yes

H/2011/CAM/09 Make further progress towards implementation of the strategic plan for the regeneration of the remaining schools in the estate		<input type="text" value="33%"/>	31-Mar-2014	Jim McAloon	The PPP construction phase is completed and schools fully in operation. Two new primaries and one Early Education and Childcare Centre are also operational. The procurement process for Dumbarton Academy is on programme. Some milestones in the project that have been completed and reported on previously have been rationalised into a single milestone called "Earlier completed milestones". Full details of these milestones are available if required.	Brock Bowling Green: Complete construction of new bowling green	The building and bowling green are complete however the project still awaits utilities connections to enable final snagging and handover. Unfortunately no dates for connections have been advised.	30-Nov-2011	No
						Evaluate PQQ return from contractors		15-Aug-2011	Yes
						Evaluate tender return, seek committee approval and appoint contractor	Evaluation of tenders to be completed by 20 January 2012. The project seeks approval to proceed at the tendering committee on 7 February 2012.	07-Feb-2012	No
						Issue new PQQ exercise following the decision to re-tender.		04-Jul-2011	Yes
						Issue revised tender documents to the top 6 contractors	Tender documents issued to top 6 contractors on 5 September 2011	09-Sep-2011	Yes
						New Build Dumbarton Academy: Appoint Contractor (1st tendering exercise)	21 contractors returned in initial PQQ exercise. Top 6 contractors selected to price main tender. Mid tender interviews with top 6 took place 23rd and 24th of March. Tender return date is 15 April 2011.	30-Jun-2011	Yes





						New Build Dumbarton Academy: Completion of construction Phase 1 (new building handover)	Expected delivery of school June 2013.	31-May-2013	No
						New Build Dumbarton Academy: Completion of construction phase 2 (demolition and externals).	Revise completion date due to re- tendering exercise	30-Nov-2013	No
						New Build Dumbarton Academy: Selection of most economically advantageous tender (1st tendering exercise)	Complete.	30-Jun-2011	Yes
						New Build Dumbarton Academy: Start construction phase of new Dumbarton Academy	revise date due to re-tendering exercise	31-Mar-2012	No
H/2011/DIR/03 Implement the Council's Asset Management Strategy			31-Mar-2012	Elaine Melrose	Progress of the milestones attached to this action is monitored, in detail, through the Asset Management Plan 2010-2020: Property.	Develop Asset Management Plans for remaining activity areas (Roads & Infrastructure, Street Lighting, Open Space)	Roads & Infrastructure, Open Space and Street Lighting on 2nd November HEED Committee agenda for approval. ICT Asset Plan being reported to the Corporate and Efficient Governance Committee on 23rd November 2011 also.	30-Nov-2011	Yes
						Investigate options for the delivery of	A paper has been produced to examine	01-Apr-2011	Yes

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


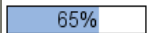
						Identify options for possible Council new build housing programme	Complete.	01-Apr-2011	Yes
						Receive notification on outcome of applications to Innovation and Investment Fund	Successful application - £2,250,000 for 75 new build council homes in West Dunbartonshire	16-Sep-2011	Yes
						Submit applications for Innovation and Investment Fund.	Complete.	31-May-2011	Yes

3-National Risk Priorities


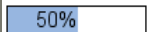
3.1-The protection and welfare of vulnerable people (children and adults)

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CHCP/CMH/5.22 Implement new National Guidance for Child Protection and revised West of Scotland Procedures			30-Sep-2011	Keith Redpath	Staff awareness sessions organised and completed (well attended).				
CHCP/PC/7.05 Implement Adult Support and Protection (ASP) flowchart, including recommendations for the role of GPs (via locality groups)			31-Mar-2012	John Russell	The flow chart has been adopted by NHS Greater Glasgow & Clyde and rolled out to all health staff.				






3-National Risk Priorities
3.2-Assuring public money is being used properly

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CHCP/share/1.01 Implement local Change Fund Plan			31-Mar-2012	Christine McNeil	Performance on a range of key indicators is being recorded monthly and reviewed by Senior Officers (and actioned as appropriate) alongside regular reporting to the Scottish Government through NHSGGC plus the Joint Improvement Team. Work is underway on the work plan for 2012/13				

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

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/PSIF/CMT/010 Develop indicators and set targets to measure and improve effectiveness and efficiency of financial management			31-Mar-2012	Stephen West	Mid Year: Finance Service works with CIPFA to develop performance indicators which allows the Council to benchmark our performance. Annual Review to	Calculation of historic indicators & current to assess year on year improvement	The historic data for the chosen performance indicators is being collated. An initial draft report is being targeted for completion by 31 December 2011	31-Mar-2012	No

					take place after the year end.	Identify areas which require indicators, methodology and timing	The indicators considered most relevant for Public Performance Reporting were reviewed and the 2010/12 PPR Report will reflect this new suite of indicators.	31-Aug-2011	Yes
--	--	--	--	--	--------------------------------	---	--	-------------	-----

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