

















Appendix 1: Progress of Chief Executive's Departmental Plan 2009/13 - PIs and Actions 2009/10

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.				

Th	1 Regeneration & the local economy (CP9-13)
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P	Reduce population decline (CP9-13 New)
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Ob	Reduce population decline and out migration (CP9-13 New)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10					2010/11	Assigned To	
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note		Target
Percentage change in net population migration	N/A	-95	-147	-2	-35				This value is probably as a result of the Council challenging the General Registrar's Office estimated population loss for the area during the consultation phase of preparing the estimates.	-35	Valerie McIlhatton
Population of West Dunbartonshire	91,240	91,090	90,940		91,090				2009/10 figures due to be released in November, 2010.	91,090	Valerie McIlhatton

Action	Status	Progress	Due Date	Comment	Assigned To
Investigate options to re-settle refugees			31 Mar 2010	Completed as planned.	Valerie McIlhatton
Produce briefings for CMT on key population issues			31 Mar 2010	Completed as planned.	Valerie McIlhatton
Produce briefings for CMT on key migration issues			31 Mar 2010	Completed as planned.	Valerie McIlhatton






Th	2 Health & well being (CP9-13)
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P	Improve health and reduce health inequality (CP9-13)
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Ob	Improve diet and nutrition (CP9-13)
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Action	Status	Progress	Due Date	Comment	Assigned To
Contribute to the development of a West Dunbartonshire Nutrition Strategy and working group		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Bobby Jones

Ob	Improve the health and safety of Council employees (CP9-13)
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Action	Status	Progress	Due Date	Comment	Assigned To
Achieve Healthy Working Lives gold award level		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	The Gold Award work will carry forward to 2010/14. This award requires more work than was anticipated in early planning.	Bobby Jones
Complete a three year employee health strategy		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Year one planning complete. Years two and three will carry forward to 2010/14 plan.	Bobby Jones
Develop a stress policy		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Full completion of this policy is now being taken forward by personnel.	Bobby Jones
Achieve Mental Health & Well Being Commendation Award		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%	31 Mar 2010	Submission for this award will need to await completion and adoption of the new WDC stress policy. Carried forward to 2010/14.	Bobby Jones
Deliver a minimum of two promotions on walking to employees and the community		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%	31 Mar 2010	Second promotion to be delivered at end of April 2010.	Bobby Jones

Ob	Increase healthy life expectancy at birth in deprived areas (CP9-13 New)
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Action	Status	Progress	Due Date	Comment	Assigned To
Contribute to successful outcome of Whitecrook Equally Well Tobacco Project		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	All actions completed as planned. This Scottish Government Pilot Project will continue into 2010/14.	Bobby Jones

Ob	Increase levels of physical activity (CP9-13)				
Action	Status	Progress	Due Date	Comment	Assigned To
Develop Physical Activity Action Plan from strategy		<div style="width: 100%;"><div style="background-color: #add8e6; height: 10px;">100%</div></div>	31 Mar 2010	Strategy transition to action planning by July 2009.	Bobby Jones

Ob	Promote positive mental health (CP9-13)				
Action	Status	Progress	Due Date	Comment	Assigned To
Assist in development of Choose Life Action Plan		<div style="width: 100%;"><div style="background-color: #add8e6; height: 10px;">100%</div></div>	31 Mar 2010	Completed as planned.	Bobby Jones
Involve community in one Healthy Working Lives mental health event		<div style="width: 100%;"><div style="background-color: #add8e6; height: 10px;">100%</div></div>	31 Mar 2010	Completed as planned.	Bobby Jones

Ob	Reduce deaths amongst the under 75's from coronary heart disease in deprived areas (CP9-13 New)				
Action	Status	Progress	Due Date	Comment	Assigned To
Contribute to successful outcome of Whitecrook Equally Well Tobacco Project		<div style="width: 100%;"><div style="background-color: #add8e6; height: 10px;">100%</div></div>	31 Mar 2010	All actions completed as planned. This Scottish Government Pilot Project will continue into 2010/14.	Bobby Jones

Ob	Reduce levels of smoking (CP9-13)				
Action	Status	Progress	Due Date	Comment	Assigned To
Contribute to the formation of a West Dunbartonshire Tobacco Alliance		<div style="width: 100%;"><div style="background-color: #add8e6; height: 10px;">100%</div></div>	31 Mar 2010	Completed as planned.	Bobby Jones
Involve community in one Healthy Working Lives tobacco event		<div style="width: 100%;"><div style="background-color: #add8e6; height: 10px;">100%</div></div>	31 Mar 2010	Collaborative work with CHP allowed delivery of smoking cessation activity to both staff and community. Work will continue 2010/14.	Bobby Jones
Contribute to successful outcome of Whitecrook Equally Well Tobacco Project		<div style="width: 100%;"><div style="background-color: #add8e6; height: 10px;">100%</div></div>	31 Mar 2010	All actions completed as planned. This Scottish Government Pilot Project will continue into 2010/14.	Bobby Jones

P	Reduce inequalities and increase prosperity (CP9-13 New)				
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Ob	Create new employment and training opportunities for people with a learning disability, mental health problems, criminal record or addiction issues (CP9-13)				
Action	Status	Progress	Due Date	Comment	Assigned To
Produce and implement an anti poverty strategy		<div style="width: 100%;"><div style="background-color: #add8e6; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Valerie McIlhatton

Ob	Decrease proportion of people living in poverty (CP9-13 New)				
Action	Status	Progress	Due Date	Comment	Assigned To
Produce and implement an anti poverty strategy		<div style="width: 100%;"><div style="background-color: #add8e6; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Valerie McIlhatton
Implement Achieving Our potential		<div style="width: 100%;"><div style="background-color: #add8e6; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Valerie McIlhatton
Deliver workshop at Welfare Rights conference		<div style="width: 100%;"><div style="background-color: #add8e6; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Valerie McIlhatton
Co-ordinate Council's response to Achieving Our Potential		<div style="width: 100%;"><div style="background-color: #add8e6; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Valerie McIlhatton

Ob	Improve planning links between health inequalities, Anti-poverty Strategy and The Early Years Framework				
Action	Status	Progress	Due Date	Comment	Assigned To
Produce framework for Achieving Our Potential incorporating early years, anti poverty and Equally Well strategies		<div style="width: 100%;"><div style="background-color: #add8e6; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Valerie McIlhatton

Ob	Increase benefits uptake (CP9-13)				
Action	Status	Progress	Due Date	Comment	Assigned To
Produce and implement an anti poverty strategy		<div style="width: 100%;"><div style="background-color: #add8e6; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Valerie McIlhatton
Contribute to the work of the Financial Inclusion Group		<div style="width: 100%;"><div style="background-color: #add8e6; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Valerie McIlhatton

Ob	Reduce child poverty (CP9-13 New)				
Action	Status	Progress	Due Date	Comment	Assigned To
Produce and implement an anti poverty strategy		<div style="width: 100%; background-color: #d9e1f2;">100%</div>	31 Mar 2010	Completed as planned.	Valerie McIlhatton

Ob	Reduce financial exclusion (CP9-13 New)				
Action	Status	Progress	Due Date	Comment	Assigned To
Produce and implement an anti poverty strategy		<div style="width: 100%; background-color: #d9e1f2;">100%</div>	31 Mar 2010	Completed as planned.	Valerie McIlhatton
Undertake feasibility study with Grand Central Savings		<div style="width: 100%; background-color: #d9e1f2;">100%</div>	31 Mar 2010	Completed as planned.	Valerie McIlhatton
Co-ordinate Council's response to Cosla's Financial Exclusion Group		<div style="width: 100%; background-color: #d9e1f2;">100%</div>	31 Mar 2010	Completed as planned.	Valerie McIlhatton

Ob	Reduce fuel poverty (CP9-13)				
Action	Status	Progress	Due Date	Comment	Assigned To
Produce and implement an anti poverty strategy		<div style="width: 100%; background-color: #d9e1f2;">100%</div>	31 Mar 2010	Completed as planned.	Valerie McIlhatton

Ob	Reduce homelessness (CP9-13 New)				
Action	Status	Progress	Due Date	Comment	Assigned To
Produce and implement an anti poverty strategy		<div style="width: 100%; background-color: #d9e1f2;">100%</div>	31 Mar 2010	Completed as planned.	Valerie McIlhatton

Ob	Support parents to give their children the best start in life (CP9-13 New)				
Action	Status	Progress	Due Date	Comment	Assigned To
Produce and implement an anti poverty strategy		<div style="width: 100%; background-color: #d9e1f2;">100%</div>	31 Mar 2010	Completed as planned.	Valerie McIlhatton

Action	Status	Progress	Due Date	Comment	Assigned To
Co-ordinate Welfare Rights' response to improve the uptake of Child Trust Fund vouchers		100%	31 Mar 2010	Completed as planned. Further work on this issue will continue into next year.	Valerie McIlhatton

Th 3 Safe & strong communities (CP9-13)

P Improve community safety (CP9-13)

Ob Reduce hate crime (CP9-13 New)

Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Number of 'third-party' reports received by MARIM (Multi-Agency Racist Incident Monitoring Group)	N/A	5	0		5				2009/10 figure not yet available.	5	Stuart Barr
Number of emergency cases referred to MARIM	N/A	0	1		0				2009/10 figure not yet available.	0	Stuart Barr

P Improve community spirit (CP9-13 New)

Ob Increase community volunteering and involvement (CP9-13 New)

Action	Status	Progress	Due Date	Comment	Assigned To
Work in partnership to support Voluntary Sector Activity		100%	31 Mar 2010	Partner objectives agreed for 2010/11.	Anne Clegg

Th 4 Sustainable environments (CP9-13)

P Improve environmental quality & sustainability (CP9-13)

Ob	Increase biodiversity (CP9-13 New)										
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Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage increase in hectares of amenity grassland habitat managed for biodiversity	N/A	N/A	0%	1%	1%				Achieved target. Grassland management carried out at Havoc Grassland and Linnvale.	2.5%	Gillian Telfer
Percentage increase of hectares of woodland habitat	N/A	N/A	N/A	5%	5%				Achieved target with 161 hectares of woodland planting on Cochno Hill.		Gillian Telfer

Action	Status	Progress	Due Date	Comment	Assigned To
Operate a West Dunbartonshire biodiversity grants scheme to fund small/medium scale biodiversity projects		<input type="text" value="0%"/>	31 Mar 2010	Biodiversity Grants Scheme did not receive funding - had been submitted as growth budget bid. Received confirmation of the status of this bid September 2009.	Gillian Telfer
Implement LBAP projects through community action, Glasgow & Clyde Valley Network, and the Dunbartonshire Biodiversity Partnership, in accordance with SOA targets		<input type="text" value="100%"/>	31 Mar 2010	SEA and LBAP both completed, and LBAP passed through Committee deadline. A proof of the designed LBAP was produced on 30 March 2010.	Gillian Telfer

Ob	Increase the proportion of protected sites in favourable condition (CP9-13 New)										
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Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Proportion of protected nature sites in favourable condition	N/A	N/A	79%	79%	87%				2009/10 value just missed target set for the year. No improvement on previous year's figure.	95%	Gillian Telfer

Action	Status	Progress	Due Date	Comment	Assigned To
Implement LBAP projects through community action, Glasgow & Clyde Valley Network, and the Dunbartonshire Biodiversity Partnership, in accordance with SOA targets		<input type="text" value="100%"/>	31 Mar 2010	SEA and LBAP both completed, and LBAP passed through Committee deadline. A proof of the designed LBAP was produced on 30 March 2010.	Gillian Telfer

Ob	Raise awareness of environmental issues (CP9-13)
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Action	Status	Progress	Due Date	Comment	Assigned To
Produce state of environment report		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31 Mar 2010	Completed as planned.	Cheryl Marshall
Coordinate 'Green Dream' event planning		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31 Mar 2010	Completed as planned.	Cheryl Marshall
Publish associated interpretation for local residents, businesses and Council in the form of leaflets and newsletters		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31 Mar 2010	Completed as planned.	Gillian Telfer
Deliver health related environmental section of Healthy Working Lives award		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	31 Mar 2010	Planning complete, event will now be delivered at end of April 2010.	Bobby Jones

Ob	Reduce greenhouse gas emissions from Council assets and operations (CP9-13)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Tonnage of carbon dioxide emissions from Council operations and assets	34,271	35,766	33,392		30,701				2009/10 figure not yet available.	29,596	Cheryl Marshall

Action	Status	Progress	Due Date	Comment	Assigned To
Coordinate the implementation of the Carbon Management Plan		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31 Mar 2010	Approved at 25th November Corporate & Efficient Governance Committee. The preparation of a carbon management awareness raising campaign is underway; however, the funding for this is not available until April 2010 - this action will be carried forward to 2010/11.	Cheryl Marshall
Coordinate the implementation of the Climate Change Declaration Action Plan		<div style="width: 25%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 25%	31 Mar 2010	Progress on this has been delayed due to new work on the Carbon Reduction Commitment which was not anticipated at the start of the year. Work on the Carbon Reduction Commitment has been prioritised as it is a mandatory scheme, starting in April 2010. Action to be carried forward to next year.	Cheryl Marshall

P Improve sustainability of the transportation network (CP9-13)

Ob Promote sustainable travel choices (CP9-13)

Action	Status	Progress	Due Date	Comment	Assigned To
Coordinate the implementation of the staff green travel plan		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	Completed as planned.	Cheryl Marshall
Deliver a minimum of two promotions on walking to employees and the community		<div style="width: 50%;"><div style="width: 50%; background-color: #4f81bd; color: white; text-align: center;">50%</div></div>	31 Mar 2010	Second promotion to be delivered at end of April 2010.	Bobby Jones

Th 6 An improving Council (CP9-13)

P Improve community engagement (CP9-13)

Ob Improve the co-ordination of consultation and engagement activity within the CED


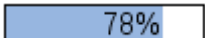

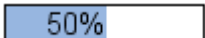


















Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Community Engagement Action Plan established? (Yes/No)	N/A	N/A	N/A	Yes	Yes				New for 2009/10.	Yes	Anne Clegg

Action	Status	Progress	Due Date	Comment	Assigned To
Develop CED's Consultation Programme		<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	31 Mar 2010	Completed as planned.	Anne Clegg

Ob Improve the effectiveness of community consultation and engagement activity (CP9-13)

Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of Citizens Panel respondents who think the Council is good at listening to the needs of its residents	16%	N/A	11%	14%	17%				An increase of 3%, only half way to the target of 17%.	20%	Anne Clegg
Percentage of Citizens Panel respondents who think the Council communicates well with its residents	22%	N/A	24%	16%	20%				Targets have been revised down (from a scale of 27%-36% to a scale of 20% to 35%, inc 2010-14) as it is unrealistic to expect to go from 16% to 27% in one year. We need to look further at what impacts on public perceptions about communication - MORI report will be a source of information.	24%	Anne Clegg

Action	Status	Progress	Due Date	Comment	Assigned To
Co-ordinate the Best Value Improvement Community Engagement Workstream		<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	31 Mar 2010	Completed as planned.	Anne Clegg
Develop the Consultation Network to support the delivery of improvement		<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	31 Mar 2010	February meeting reviewed Covalent consultation reports. Further work to be done on reports and accompanying guidance. March meeting cancelled to allow time for this. Covalent reports available. April meeting cancelled (Annual Leave) and May meeting will be used to review work required.	Anne Clegg

Develop and organise delivery of consultation training			31 Mar 2010	Consultation training arrangements for Elected Members to be finalised. Evaluation of initial training programme is now completed. Arrangements for Elected Members will move into 2010/11 for completion.	Anne Clegg
Develop good practice guidance on community engagement and consultation for the intranet and website			31 Mar 2010	Consult on draft content and finalise and publish to be rescheduled to April and June 2010 respectively (due to other work commitments).	Anne Clegg
Co-ordinate partner community engagement			31 Mar 2010	Consultation calendar now finalised.	Anne Clegg
Co-ordinate operation of WD Citizens' Panel			31 Mar 2010	Annual Newsletter completed and Feedback Survey sent out end March.	Anne Clegg
Plan, co-ordinate and run Community Day			31 Mar 2010	Completed as planned.	Anne Clegg
Prepare all health related questions and responses for Citizens' Panel			31 Mar 2010	A health survey across all of the lowest 15% most deprived areas is now being developed using FSF funding. This will increase the depth and accuracy of data from that previously gathered by Citizens Panel questions.	Bobby Jones
Deliver a presentation to the Community Participation Committee			31 Mar 2010	Completed as planned. Committee requested and received information and presentation on 'gender and health' issues.	Bobby Jones
Review Community Day			31 Mar 2010	Completed as planned.	Anne Clegg
Lead Best Value Community Engagement Workstream			31 Mar 2010	Community Engagement workstream has been meeting on a monthly basis with attendance from officers, elected members and TUs. All agreed work is on target, with the exception of some work affected by current freeze on vacancies.	Liz Cochrane
Develop community engagement/consultation evaluation framework to measure impact			31 Mar 2010	Development of evaluation tools and processes and appropriate Performance Indicators. Existing tools being reviewed.	Anne Clegg
Develop Covalent Consultation Module and Reports			31 Mar 2010	Two reports drafted.	Anne Clegg

Ob Increase the community's participation in the democratic decision-making processes (CP9-13)

Action	Status	Progress	Due Date	Comment	Assigned To
Support the operation of the Community Participation Committee		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	Completed as planned.	Anne Clegg
Develop training and support for lay members of the Audit & Performance Review Committee		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	Completed as planned.	Anne Clegg
Organise and run WDC Budget Consultation		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	Completed as planned.	Anne Clegg

P Improve governance and resource management (CP9-13)

Ob Improve accountability to all stakeholders (CP9-13)

Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of Citizens Panel respondents who think the Council's public performance reporting in West Dunbartonshire News is very or fairly balanced	54%	84%	N/A	84%	85%				The July 2009 Citizens' Panel Survey indicates that 84% of respondents think the public performance articles in West Dunbartonshire News are very or fairly balanced. This equals the performance achieved in the previous survey but just misses the 85% target set for this year. Following the demise of the Council's newspaper, this PI is no longer valid and will be replaced in 2010/11.	85%	Lynn Henderson

Action	Status	Progress	Due Date	Comment	Assigned To
Review corporate approach to PPR		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	An annual publication will be produced to meet our public performance reporting requirements, replacing the popular two page public performance reports which featured in every edition of the Council's newspaper. With a limited budget for producing and distributing the new annual publication, the Council will not achieve the same coverage as before. However, hard copies will be available in Council reception areas and public information points and it will also be available on-line.	Lynn Henderson
Co-ordinate and draft public performance reports		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Reporting annual performance data to the public is usually carried out via the Council newspaper. Following a delay pending a decision on the future of the newspaper, a booklet was produced and distributed in March 2010.	Lynn Henderson
Produce the Corporate Plan Performance Report for 2008/9		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Report submitted to Audit & Performance Review Committee September 2009.	Lynn Henderson

Ob	Improve community planning structures and processes
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Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Has Audit Scotland's perception of the community planning framework, processes and structures improved? Yes/No	No	Yes	N/A	N/A	Yes				Community Planning was not the focus of the 2009/10 audit.	Yes	Liz Cochrane

Action	Status	Progress	Due Date	Comment	Assigned To
Oversee the development of revised governance structures and partnership agreement for Community Planning		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Peter Barry

Ensure effective implementation of Thematic Group structures and timescales required for Fairer Scotland Fund decisions		<input type="text" value="100%"/>	31 Mar 2010	Completed as planned.	Peter Barry
Ensure the effective implementation of CPP report on Community Engagement to support engagement by both CPP and individual Partners		<input type="text" value="100%"/>	31 Mar 2010	First stage of tender process completed. Preferred bidders have been identified and invitation to tender (ITT) issued to 7 bidders. Closing date for submissions 24th March. Appointment due mid April. Work due to start June.	Peter Barry
Ensure the effective development of the SOA on a rolling basis		<input type="text" value="100%"/>	31 Mar 2010	Completed as planned.	Peter Barry

Ob	Improve governance throughout the Council
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Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of Systems Audit Plan completed	81.3%	85%	92%	98%	85%				Exceeded target.	87%	Joe Gillespie
Does external audit place reliance on the work of Internal Audit? Yes/No	Yes	Yes	Yes	Yes	Yes				Achieved target.	Yes	Lorraine Coyne

Action	Status	Progress	Due Date	Comment	Assigned To
Consult with stakeholders on audit performance		<input type="text" value="0%"/>	31 Mar 2010	Progress of this action has been delayed by significant resources being directed towards the Clyde Valley Review of Joint Working & Shared Services. This action will now be progressed during 2010/11.	Colin McDougall
Review the Governance Action Plan		<input type="text" value="0%"/>	31 Mar 2010	Development work delayed by staffing issues. This will be rolled forward into the Audit Plan 2010/11.	Lorraine Coyne

Ob Improve scrutiny arrangements throughout the Council											
Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of audit recommendations implemented by due date	N/A	N/A	61%	85%	85%				Achieved target.	90%	Colin McDougall
Action				Status	Progress	Due Date	Comment				Assigned To
Produce Assurance Statement to support the SIFC						31 Mar 2010	Completed as planned.				Lorraine Coyne
Monitor the Implementation of External/Internal Audit Recommendations						31 Mar 2010	Action now fully completed after a report was submitted to the Audit & Performance Review Committee on 7 April 2010.				Colin McDougall
Monitor the progress of the Audit Plan 2009/10						31 Mar 2010	Completed as planned.				Lorraine Coyne
Further develop scrutiny process for poorly performing services						31 Mar 2010	Report on benchmarking SPIs submitted to Feb A&PRC and resubmitted to April A&PRC along with Q3 progress report and poorly performing SPIs.				David Webster







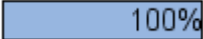




Ob Improve service planning and performance management in the CED											
Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of Policy Unit stakeholders who rate the assistance provided by the corporate policy unit as Good or Very Good		84.4%	N/A	N/A	85%				Baseline 84% from 2007 stakeholder survey. Not surveyed in 2009/10. Next survey Sept 2010.	90%	David Webster

Action	Status	Progress	Due Date	Comment	Assigned To
Co-ordinate and prepare CED's 6 monthly progress reports for Corporate & Efficient Governance Committee and quarterly e-mail reports		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31 Mar 2010	Progress reported to elected members as planned.	Lynn Henderson
Facilitate the service planning process within the CED and produce the 2010/14 service plan		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31 Mar 2010	Final Plan submitted to Corporate & Efficient Governance Committee 26 May 2010 for approval.	Lynn Henderson
Finalise the CED Service Plan 2009/13		<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 80%	30 Jun 2009	Draft produced in accordance with corporate template and issued to SMT in May 2009 for final amendments. Submission to C&EG Committee delayed pending decision by Chief Executive. Action plan added to Covalent performance management system 1 April and implemented, monitored and reported as usual.	Lynn Henderson

Ob Improve the audit planning process

Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of Audit Plan derived from corporate risk management process	N/A	10%	10%	20%	80%				A Review of the Strategic Risk Register is required before this PI will improve significantly.	80%	Lorraine Coyne

Action	Status	Progress	Due Date	Comment	Assigned To
Produce a Risk Based Audit Plan 2010/11		<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 0%	31 Mar 2010	Audit plan will be put to A&PR in June 2010. This will be based on existing risk registers as the Review of Strategic risk will now not be complete until August 2010.	Lorraine Coyne

Ob Improve the corporate planning, service planning and budget process (CP9-13)											
Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of directorate plans that conform to Joint Planning & Budget Guidance	80%	50%	80%	80%	100%				Only the Chief Executive's Department failed to submit a draft departmental plan to committee for approval by June 2009. A draft plan, complying with corporate guidance, was produced and issued to the CED management team but submission to committee was delayed pending a decision by the Chief Executive.	100%	Lynn Henderson
Action				Status	Progress	Due Date	Comment				Assigned To
Develop and implement the corporate planning process for 2010/14						31 Mar 2010	The draft Corporate Plan 2010/14 was revised in consultation with stakeholders and submitted to Council on 30th September 2009 for approval. The approved Plan was then incorporated in the Joint Planning & Budget Guidance for 2010/14 to kick start departmental planning and the scorecard set up in Covalent. The hard copy format of the Plan is currently being considered with a view to publication by May 2010.				Lynn Henderson
Co-ordinate revision and issue of Joint Planning & Budget Guidance for 2010/14 with Finance & ICT Services						31 Mar 2010	Joint Planning & Budget Guidance for 2010/14 produced in consultation with stakeholders, agreed by CMT, and distributed to directors in September 2009 for implementation.				Lynn Henderson
Ensure the continued development and annual review of the Single Outcome Agreement and ensure that this is fully embedded within the community, corporate and service planning processes						31 Mar 2010	Completed as planned.				Liz Cochrane
Oversee the development of the corporate and departmental planning process						31 Mar 2010	Completed as planned.				David Webster

Ob	Improve the Performance Management Framework (CP9-13)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Has Audit Scotland's perception of the quality of the Council's performance management framework improved? Yes/No	No	No	Yes	Yes	Yes				Achieved target.	Yes	David Webster
Number of log-ins to Covalent per month		108	402	833	746				Target achieved.	1,000	Lynn Henderson

Action	Status	Progress	Due Date	Comment	Assigned To
Further develop and embed the Covalent system and the new performance management framework and assess effectiveness			31 Mar 2010	Members consulted as part of Covalent user survey. Results will be reported to CMT and A&PRC later in 2010.	David Webster
Develop key corporate performance scorecard for CMT			31 Mar 2010	Further updated set of key corporate PIs submitted to CMT 9 march and to A&PRC in April.	David Webster

Ob	Improve the SOA process and plan
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Action	Status	Progress	Due Date	Comment	Assigned To
Agree new SOA with partners			30 Jun 2009	Completed as planned.	David Webster
Produce interim SOA progress report by end April 09			30 Apr 2009	This action has been cancelled as an interim progress report on the SOA is no longer required by Scottish Government.	David Webster
Produce SOA progress report			09 Dec 2009	Completed as planned.	David Webster
Provide context for SOA			30 Mar 2010	SOA context checked for accuracy and updated where necessary. Completed as planned.	Valerie McIlhatton
Ensure the continued development and annual review of the Single Outcome Agreement and			31 Mar 2010	Completed as planned.	Liz Cochrane

Action	Status	Progress	Due Date	Comment	Assigned To
ensure that this is fully embedded within the community, corporate and service planning processes					
Ensure the effective development of the SOA on a rolling basis		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	Completed as planned.	Liz Cochrane
Improve statistical information in SOA		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	SOA has been refreshed with all stats updated in line with the most recent developments. Completed as planned.	Valerie McIlhatton













Ob	Strengthen the Council's commitment to tackling fraud
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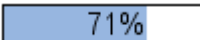



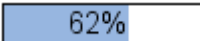




Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of National Fraud Initiative matches that have been instigated	N/A	N/A	N/A	100%	90%				Exceeded target.	90%	Colin McDougall

Action	Status	Progress	Due Date	Comment	Assigned To
Take part in the NFI		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	With report to Audit & Performance Review Committee on 7 April 2010, action now complete for 2009/10. Any remaining cases will considered within the action for 2010/11.	Colin McDougall
Update Policies Relevant to Tackling Fraud		<div style="width: 66%;"><div style="background-color: #4f81bd; color: white; text-align: center;">66%</div></div>	31 Mar 2010	These revised documents will be presented to CMT & Committee once new Council structures are in place to ensure they are as up to date as possible.	Colin McDougall

P	Improve the perception of West Dunbartonshire (CP9-13 New)
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Ob	Improve the Council's image and reputation (CP9-13 New)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of Citizens Panel respondents who agree or strongly agree that Council's external image is positive	N/A	N/A	N/A	13%	30%				New for 2009/10. It is expected that this will increase to meet the target in 2010/11 as the full impact of centralisation of media and marketing activity will be realised.	30%	Lesley Anne Law
Percentage of local and national media enquiries responded to within deadline providing the Council's right of reply	N/A	95%	98%	95%	98%				Target has been missed due to information coming back late from departments.	100%	Lesley Anne Law
Estimated advertising value of positive media coverage generated by the Council	N/A	N/A	117,000	347,495.95	180,000				Exceeded target.	220,000	Lesley Anne Law
Percentage of Citizens' Panel who agree or strongly agree that it is easy to recognise services provided by the Council	N/A	N/A	N/A		33%				New PI. This question will be asked in May 2010 Citizens' Panel and results will be updated at end of May.	40%	Lesley Anne Law
















Action	Status	Progress	Due Date	Comment	Assigned To
Expand the communications capacity of the team		 87%	31 Mar 2010	The development of a 'virtual' corporate communications team has not been achieved in 2009/10. This will be progressed in 2010/11 and build on the web-development working group. Further, a public sector PR practitioners group will be established across WD to bring together local PR and marketing professionals on a quarterly basis.	Louisa Mahon
Implement new brand guidelines		 71%	30 Apr 2010	The Branding Guidelines are with CE and CMT for final sign off. Production should have taken place in 2009/10 as development costs were part of 2009/10 budget bid. This will be carried forward within CED/CM/025/10-14 in 2010/11.	Lesley Anne Law
Produce 4 issues of West Dunbartonshire News		 0%	31 Mar 2010	Following decision by committee on August 2009 West Dunbartonshire News has been cancelled. Performance information will be embedded into relevant external publications.	Moira Rodger
Centralise marketing production		 62%	30 Jun 2010	The Branding Guidelines have been presented to CMT and are with CE for approval. A review of phase 1 of centralisation has been completed and reported to CE SMT. Centralisation of marketing and print will continue into 2010/11.	Lesley Anne Law
Review alternatives to producing a corporate Christmas Card (IC/41)		 100%	01 Dec 2009	Production was stopped immediately to meet original deadline of June 2009 but an online alternative to the corporate Christmas card that can still incorporate schools is being developed instead.	Louisa Mahon
Review cost effectiveness of the Council newspaper (IC/42)		 100%	31 Dec 2009	Completed as planned.	Louisa Mahon





Ob	Improve the quality of the Council's events marketing										
Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of Citizens' Panel respondents who agree or strongly agree that their awareness of Council events has improved	N/A	N/A	N/A		30%	?	?	?	This is a new PI. It will be tested in the May 2010 Citizens' Panel as part of a wider survey on perceptions of the Council and West Dunbartonshire.	40%	Lesley Anne Law
Action				Status	Progress	Due Date	Comment			Assigned To	
Secure 2009 Homecoming funding to promote annual events calendar (IC/43a)					<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	30 Jun 2009	Completed as planned.			Lesley Anne Law	
Develop an integrated events planner for 2009/10 (IC/43b)					<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31 May 2009	Completed as planned.			Lesley Anne Law	
Produce seasonal festival programmes (IC/43c)					<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	28 Jun 2010	A winter programme was not produced. Aim to focus on Easter and summer programmes			Lesley Anne Law	
Develop communications strategy for Scottish Pipe band Championships					<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	01 Jun 2009	Completed as planned.			Lesley Anne Law	

P	Promote continuous improvement and transform service delivery (CP9-13)
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Ob	Implement Improvement Plan for Internal Audit										
Action				Status	Progress	Due Date	Comment			Assigned To	
Monitor Implementation of the Internal Audit Continuous Improvement Plan					<div style="width: 66%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 66%	31 Mar 2010	One milestone in relation to developing a Performance Audit Plan has been delayed by the secondment of key staff to CVCPP.			Lorraine Coyne	
Implement Performance Measures for Internal Audit					<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31 Mar 2010	Completed as planned.			Joe Gillespie	

Ob	Improve overall service performance and self awareness (CP9-13)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
% of Council employees who agree or strongly agree that they are continually seeking ways to improve their own service	N/A	78%	N/A	82%	85%				2009/10 value shows increase of 4% over 2007/8 value but marginally missed the target set for the year.	90%	Sandra Brysland
Cumulative number of Charter Mark accreditations awarded and held by the Council	16	20	22	22	22				The cumulative number of Charter Mark accreditations remains constant at 22 as we are now pursuing PSIF.	22	Sandra Brysland
Cumulative number of Investors in People accreditations awarded and held by the Council	5	5	6	6	6				The cumulative number of IIP accreditations remains constant at 6 as we are now pursuing PSIF.	6	Sandra Brysland
Percentage of Citizens Panel respondents satisfied or very satisfied with Council Services	60%	74%	N/A	66%	70%				This has gone down and falls short of the target by 4%.	75%	David Webster
Percentage of residents strongly agreeing or agreeing with the statement 'My council provides high quality services'	N/A	40%	N/A	35%	60%				The 2007/08 results (at LA level) will be published during Autumn 2009. Scottish Average is 40% Data from Scottish Household Survey published November 2009.	70%	David Webster

Action	Status	Progress	Due Date	Comment	Assigned To
Produce review of Best Value Audit Report and new BV Improvement plan		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	16 Dec 2009	Completed as planned.	David Webster
Implement PSIF in selected service areas		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	The programme for roll out of PSIF in service areas will now commence in April/May 2010 after strategic reviews are completed and a team has been recruited to drive the process forward.	Sandra Brysland
Implement programme of process reviews (Kaizen Blitz) in selected service areas		<div style="width: 16%;"><div style="background-color: #4f81bd; height: 10px; width: 16%;"></div></div> 16%	31 Mar 2010	Implementation of process review delayed due to focus on PSIF. Reviews will commence in 2010/11 once new programme is agreed.	Sandra Brysland
Implement strategic PSIF reviews		<div style="width: 66%;"><div style="background-color: #4f81bd; height: 10px; width: 66%;"></div></div> 66%	31 Mar 2010	Departmental PSIF self evaluations all completed by the end of April 2010 and improvement plans to be developed by end of May 2010.	Sandra Brysland

Ob	Improve service efficiency and competitiveness (CP9-13)
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Action	Status	Progress	Due Date	Comment	Assigned To
Develop and oversee Phase 1 (2009/10) programme of competitiveness reviews of selected services		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Competitiveness framework report submitted to C&EG, A&PRC and JCF. Meeting of Competitiveness Group on 26/3 to peer review all 21 service competitiveness statements prior to submission to Committees in May.	David Webster
Establish framework for options review of services		<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px; width: 0%;"></div></div> 0%	30 Jun 2010	Planned to be addressed in mid-2010 following completion of initial position statements on the 21 priority service areas.	David Webster
Phase 1 benchmarking training, develop guidance for departments		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Further milestones such as launching the toolkit at the SMN via the system of Core and Team Brief, the review of the toolkit by SOLACE and Improvement Service, and its potential adoption as a National Toolkit will be included in a new action for 2010/11.	Sandra Brysland
Set up initial PI benchmarking data in Covalent		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	SPI benchmarking data for 08/09 loaded and checked. APSE data loaded by Covalent for Grounds, Street Cleaning and Building cleaning for 07/08 and 08/09. Some new efficiency indicators now created.	David Webster

Ob	Join-up and share services with other providers (CP9-13)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Number of shared service arrangements (external providers)	N/A	52	53	66	55				Further targets to be set based on the outcome of the CVCPP shared service work.		Liz Cochrane

Action	Status	Progress	Due Date	Comment	Assigned To
Identify Opportunities for Joining Up/Sharing Services		<div style="width: 100%;"><div style="background-color: #0070c0; height: 10px;"></div></div> 100%	31 Mar 2010	Completed as planned.	Lorraine Coyne
Research relevant opportunities identified by the Diagnostic Pathways for Policy, Performance, Corporate Communications & Marketing, and Community Planning		<div style="width: 100%;"><div style="background-color: #0070c0; height: 10px;"></div></div> 100%	31 Mar 2010	Completed as planned.	Liz Cochrane
Research relevant opportunities identified by the Clyde Valley Community Planning Partnership		<div style="width: 100%;"><div style="background-color: #0070c0; height: 10px;"></div></div> 100%	31 Mar 2010	Council agreed approach to CVCPP developments February 2010. Work will now progress in the priority areas agreed. Lead officers for each workstream have been appointed and progress will be overseen by the CMT and Strategic Leadership Workstream - with regular reports to Council.	Liz Cochrane
Carry out annual review of inter departmental shared service development arrangements		<div style="width: 100%;"><div style="background-color: #0070c0; height: 10px;"></div></div> 100%	31 Mar 2010	Updated details of current arrangements have been collected for circulation to members and officers as of March 2010.	Liz Cochrane
Monitor implementation of West Dunbartonshire Council Shared Service Strategy		<div style="width: 0%;"><div style="background-color: #0070c0; height: 10px;"></div></div> 0%	31 Mar 2010	Review of shared service strategy required in context of CVCPP developments.	Colin McDougall

Ob	Lead, manage and direct the work of the Policy & Performance, Corporate Communications & Marketing, and Community Planning teams
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Action	Status	Progress	Due Date	Comment	Assigned To
Complete and implement the review of the structure and remits of policy and performance sections		<div style="width: 80%;"><div style="background-color: #0070c0; height: 10px;"></div></div> 80%	31 Mar 2010	Implementation was postponed following subsequent request to review proposals in the light of requirements for budget savings and trawl. Timescale for implementation to be confirmed.	Head of Service

Action	Status	Progress	Due Date	Comment	Assigned To
Achieve the targets of the Chief Executive's Departmental Plan for 2009/10			31 Mar 2010	Completed as planned.	Liz Cochrane
Initiate the development of the Chief Executive's Departmental Plan 2010/14			31 Mar 2010	Completed as planned.	Liz Cochrane
Review departmental budget requirements for 2010/11 in line with the development of CPSOA, corporate and departmental plan for 2010/11			31 Mar 2010	Completed as planned.	Liz Cochrane

Ob	Support the implementation of the Best Value Improvement Plan
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Action	Status	Progress	Due Date	Comment	Assigned To
Lead the process and contribute to the activities of the OD workstream			31 Mar 2010	Action cancelled due to revised BVIP structure agreed September 2009.	Liz Cochrane
Contribute to the activities of the EG workstream			31 Mar 2010	Workstream tasks reassigned to Corporate Services.	Liz Cochrane
Ensure the delivery of the actions agreed in the review of strategic leadership in conjunction with the Chair of the OD workstream and manager of OD			31 Mar 2010	Completed as planned.	Liz Cochrane
Review and refine the appropriate parts of the action plan for Strategic Leadership & Decision Making by Elected Members			31 Jan 2010	Completed as planned.	Liz Cochrane
Implement phase 2 of scrutiny training for elected members and lay members			31 Mar 2010	Completed as planned. Training itself will extend into 2010/11.	David Webster
Coordinate the establishment of feasibility assessments and project management arrangements for each of the 8 key strategic priorities			31 Mar 2010	Feasibility assessments completed. Project management arrangements initially overseen by the Strategic Leadership workstream. Final templates to SL Workstream 23/2. CMT will monitor on ongoing basis thereafter.	Liz Cochrane

Ensure implementation of scrutiny for each of the 8 key strategic priorities			30 Apr 2010	Stakeholder engagement and sponsorship have been identified. Review of priorities for 10/11 now required. Mechanism for review was presented to Council 24/2/10. Mechanism agreed and member development session arranged for April. Ongoing monitoring of current priorities by CMT and Strategic Leadership Workstream - which in turn reports to I&EE and Council.	Liz Cochrane
Review the Council's strategic direction, vision, mission, values and priorities			26 May 2010	Priorities now to be discussed by CMT and with members with a view to informing the Corporate Plan 2011/15. Preliminary discussions with Strategic Leadership workstream in February. Planned discussion of strategic priorities with Elected Members 14/4/10.	Liz Cochrane
Engage peer support to improve decision making and improvement			31 May 2010	Structures for peer support have been developed and update was provided to Council 24/2. Ongoing implementation will be part of action plan for 2010/11.	Liz Cochrane

	Promote equal opportunities (CP9-13)
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	Promote equal opportunities throughout West Dunbartonshire (CP9-13)
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Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Number of equality impact assessments of Council's plans, strategies, and policies completed	3	6	9	15	15				Achievement of target reflected increased awareness of need to impact assess key policies and functions.	15	Lewis Morrison
CM4c: Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	33.7%	39.6%	44.6%	50.1%	48%				Year on year improvement to PI has reflected previous investment in access improvement. If there continues to be no new allocation for access improvement then there will be limited opportunity to improve the PI.	50%	Lewis Morrison

Action	Status	Progress	Due Date	Comment	Assigned To
Support and develop Disability Equality Scheme 2006- 9			25 Nov 2009	Scheme completed. Continuing actions carried across to 2009/12 Equality Scheme.	Lewis Morrison
Publish an A to Z of disability services			31 Mar 2010	Guide published.	Lewis Morrison
Publish and distribute profile of disability in West Dunbartonshire			30 Oct 2009	Profile published.	Lewis Morrison
Publish annual equalities reports			31 Jan 2010	Completed as planned. Report for gender and disability produced September 2009, report on Race October 2009. Published on web pages. Schemes combined into Single Equality Scheme November 2009.	Suzanne Greer
Support equalities work in West Dunbartonshire CPP			31 Mar 2010	Action to be progressed following restructure to section.	Lewis Morrison
Integrate LGBT network into SES			24 Nov 2009	Completed as planned. LGBT section in Equality Scheme 2009-12 includes LGBT Network Action Plan.	Suzanne Greer
Co-ordinate access improvement programme			31 Mar 2010	Programme completed.	Lewis Morrison
Prepare and develop WDC Equality Scheme 2009 - 12			31 Mar 2010	Scheme published.	Lewis Morrison
Publish and implement Equality Scheme 2009-12			31 Mar 2010	Completed as planned. Equality Scheme published and distributed. Web pages updated. Session with senior manager network in March 2010. Work will continue into 2010/14 Plan.	Suzanne Greer
Develop equality consultation			31 Mar 2010	Completed as planned. Developing links with BME groups, LGBT Network and LGBT community engagement, including via Student Placement Jan-Mar 2010. Actions being carried forward into 2010/14 Plan though may need to be reconsidered due to reduced staffing in equalities in new departmental structure.	Suzanne Greer
Co-ordinate implementation of Gypsy Traveller Strategy			31 Mar 2010	No suitable date has been found for Gypsy Traveller Corporate Forum for all parties and suggested dates for Jan-Mar have been cancelled. Action has been carried forward into 2010/14 Plan.	Suzanne Greer

Ob Provide and promote equal opportunities within the Council (CP9-13)

Action	Status	Progress	Due Date	Comment	Assigned To
Support equality impact assessment of Council policies and services		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Requirement for 5 EIA from each directorate was superseded by new arrangements.	Lewis Morrison
Support equality in procurement policy and procedures		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31 Mar 2010	To be progressed further in conjunction with Procurement Team.	Lewis Morrison
Develop and support equality service monitoring		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Further development of monitoring system required.	Lewis Morrison
Contribute to development & delivery of equalities training		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Annual programme completed.	Lewis Morrison
Implement Race Equality Scheme and incorporate into SES		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	25 Nov 2009	Completed as planned. Race section in Equality Scheme 2009/12 and action plan.	Suzanne Greer
Implement Gender Equality Scheme and incorporate into SES		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	25 Nov 2009	Completed as planned. Gender section in Equality Scheme 2009/12 and action plan.	Suzanne Greer
Implement Gypsy Traveller Strategy and incorporate into SES		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	25 Nov 2009	Update on Gypsy Traveller Strategy and Action Plan produced October 2009. Decision taken to keep separate strategy and action plan as too detailed for inclusion in Equality Scheme 2009/12.	Suzanne Greer
Review Equality & Diversity Strategy as part of development of SES		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	31 Jul 2009	Completed as planned. Equality and Diversity Strategy replaced with Equality Scheme 2009/12 approved in November 2009.	Suzanne Greer

P Promote sustainable development (CP9-13)

Ob Promote the principles and practices of sustainable development throughout West Dunbartonshire (CP9-13)

Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Carbon Footprint (t/cap)	10.91	11.47	N/A		10.95				2009/10 figure not yet available.	10.90	Cheryl Marshall

Ecological footprint (gha/cap)	5.01	5.04	N/A		4.98		?	?	2009/10 figure not yet available.	4.95	Cheryl Marshall
Percentage of Citizens Panel respondents who are very or mostly satisfied with their perception of overall quality of life	60%	N/A	N/A	61%	66%			?	This represents a 1% increase on response to the same questions in 2006/07, but still below the target of 66%. There are such a wide range of elements that make up an individual's perceived 'quality of life' that it is not possible to predict exactly why the target has not been reached. However, the direction of travel is positive.	68%	Cheryl Marshall
Percentage of Strategic Environmental Assessments of Council plans that comply with the legislation	N/A	100%	100%		100%		?	?	2009/10 figure not yet available.	100%	Cheryl Marshall
Action	Status	Progress	Due Date	Comment	Assigned To						
Review Sustainable Development Strategy			31 Mar 2010	Completed as planned.	Cheryl Marshall						
Work towards Fairtrade status for West Dunbartonshire			31 Mar 2010	Progressed as much as possible though Fairtrade Steering Group inactive for most of 2009/10. Report presented to CPP Board in February 2010. Proposal to progress this via CPP thematic groups. To be taken forward in 2010/14 Plan.	Suzanne Greer						

P	Provide research and information services
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Ob	Improve the quality of social, economic and statistical intelligence to meet users' needs
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Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of respondents satisfied or very satisfied with the content of the Social & Economic Profile	N/A	N/A	80%	92%	85%	✔	↑	↑	Social and Economic Profile continues to be a useful publication.	85%	Valerie McIlhatton
Percentage of information requests met within 5 working days	N/A	95%	92%	90%	90%	✔	↓	↓	Most information requests met on time, however a few more complex requests for help took longer than 5 days.	90%	Valerie McIlhatton





Action	Status	Progress	Due Date	Comment	Assigned To
Produce Social & Economic Profile and associated products	✔	100%	31 Mar 2010	Socio Economic Profile completed as planned, publication of quick facts cancelled due to delay by PR.	Valerie McIlhatton
Deliver Socio Economic presentations to CPC	✔	100%	31 Mar 2010	Completed as planned.	Valerie McIlhatton
Produce and update ward profiles and economic briefings for elected members and Chief Executive	✔	100%	31 Mar 2010	Completed as planned.	Valerie McIlhatton
Provide updates to elected members on emerging issues	✔	100%	31 Mar 2010	Completed as planned.	Valerie McIlhatton

P	Value our employees (CP9-13)
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Ob	Improve and develop the CED's workforce
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Action	Status	Progress	Due Date	Comment	Assigned To
Develop the Corporate Communications Team	✔	100%	31 Mar 2010	Completed as planned.	Louisa Mahon

Action	Status	Progress	Due Date	Comment	Assigned To
Implement PDP process within Internal Audit		<div style="width: 90%;"><div style="width: 90%; background-color: #4f81bd; color: white; text-align: center;">90%</div></div>	31 Mar 2010	The final milestone which is a review of team roles and working practices as a result of the restructure has been delayed as the new structure is not yet in place. This review will now take place by 30 June 2010.	Lorraine Coyne
Implement PDP process within Policy, Performance, Corporate Communications & Marketing, and Community Planning areas		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	Completed as planned.	Liz Cochrane
Develop an action plan for Chief Executive's Department based on IIP recommendations		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	IIP recommendations are now included in the draft PSIF Improvement Plan for the Department.	Sandra Brysland







Ob Improve CED attendance											
Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Number of days lost per employee for Chief Executive's Department	N/A	N/A	16.62	14.76	12.48				2009/10 absence for Department missed the annual target of 12.48 set for the Department and the Council as a whole. Nevertheless it represents an improvement over the previous year's figure of 16.62. (Historical comparisons before 2008/9 are not possible following a change in the way absence is calculated.) 85% of all absence in 2009/10 was medically certified.	12	Deirdre Muldoon
Action	Status	Progress	Due Date	Comment	Assigned To						
Implement the Maximising Attendance Policy within Internal Audit		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	Completed as planned.	Lorraine Coyne						

Implement the Maximising Attendance policy within Policy, Performance, Corporate Communications & Marketing, and Corporate Planning areas		<div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div>	31 Mar 2010	Completed as planned.	Liz Cochrane
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Ob Improve consultation and communication with employees (CP9-13)







Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of Council employees who agree or strongly agree that they have regular meetings with their line manager	N/A	N/A	N/A	61%	40%				Exceeded target.	65%	Louisa Mahon
Percentage of Council employees who agree or strongly agree that their line manager provides information about what is going on within the Council	N/A	37%	N/A	61%	40%				Staff Survey results confirmed Nov 09	64%	Louisa Mahon
Percentage of Council employees who agree or strongly agree that the Council asks about their views	N/A	17%	N/A	31%	25%				Staff Survey results finalised Nov 09	35%	Louisa Mahon





Action	Status	Progress	Due Date	Comment	Assigned To
Implement new brand guidelines		<div style="background-color: #4f81bd; color: white; padding: 2px;">71%</div>	30 Apr 2010	The Branding Guidelines are with CE and CMT for final sign off. Production should have taken place in 2009/10 as development costs were part of 2009/10 budget bid. This will be carried forward within CED/CM/025/10-14 in 2010/11.	Lesley Anne Law
Implement the Core Brief		<div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div>	31 Mar 2010	Completed as planned.	Louisa Mahon

Action	Status	Progress	Due Date	Comment	Assigned To
Produce 4 editions of West Life		<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 75%	31 Mar 2010	The March issue of West Life will be published in April and has been extended to include an update on the Best Value Improvement Plan, following Accounts Commission Meeting on April 15.	Louisa Mahon
Develop the employee survey health section		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Bobby Jones
Produce health page for Westlife		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Bobby Jones
Develop a new induction guide on health improvement for employees		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 50%	31 Mar 2010	Not fully completed due to other prioritised work. Material has been prepared and final milestones will be carried forward to 2010/14.	Bobby Jones
Produce a health improvement section for Westlife		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned. All editions of Westlife have featured a 'staff health improvement' section.	Bobby Jones
Develop a new employee health intranet page		<div style="width: 66%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 66%	31 Mar 2010	This action is near completion, only one milestone requires additional work. Carried forward to the 2010/2014 Plan.	Bobby Jones


Ob	Improve employee attendance (CP9-13)
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Action	Status	Progress	Due Date	Comment	Assigned To
Contribute to health related elements of employee attendance group		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Bobby Jones

Ob Improve employee communication within the CED											
Performance Indicator	2006/07	2007/08	2008/09	2009/10						2010/11	Assigned To
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Percentage of Chief Executive's Department employees who agree that they are given information to understand the reasons for org. change	N/A		N/A	61%	40%				New PI for 2009/10 at department level. Targets have been based on Council wide response from 2007/8 Employee Survey. These will be reviewed and possibly revised following 2009/10 survey results at departmental level. Caution should be applied to comparison between 2007 and 2009 figures as the composition of the CE Department changed between survey dates.	65%	Louisa Mahon
Percentage of Chief Executive's Department employees who agree or strongly agree that the Council asks about their views	N/A	N/A	N/A	45%	25%				New PI for 2009/10 at department level. Targets have been based on Council wide response from 2007/8 Employee Survey. These will be reviewed and possibly revised following 2009/10 survey results at departmental level. The 2009 Staff Survey results have now been analysed on departmental basis. Whilst the result has exceeded the target for 09/10 caution should be exercised because 55 responses were provided for CED as part of the staff survey but there are only 29 employees.	48%	Louisa Mahon

Action	Status	Progress	Due Date	Comment	Assigned To
Implement the Corporate Communications Policy in Internal Audit		<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 80%	30 Nov 2009	It is anticipated that a Departmental Development Day will take place by 30 June 2010 and as such this action will roll over into the 2010/14 Plan.	Lorraine Coyne
Increase Awareness of Golden Thread		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	30 Sep 2009	Completed as planned.	Lorraine Coyne
Implement Fair & Transparent Employee Practices		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Aug 2009	Completed as planned.	Lorraine Coyne
Implement revised system of monthly section meetings (linked to SMTs), monthly team briefings (linked to the Core Brief), and quarterly PDPs		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	Completed as planned.	Liz Cochrane

	Improve morale and employee perceptions of feeling valued (CP9-13)
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Action	Status	Progress	Due Date	Comment	Assigned To
Develop a policy on positive mental health and well being		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31 Mar 2010	A final draft has been completed, however must await adoption of the WDC Stress Policy before moving to final completion. Work will continue on policy into 2010/14.	Bobby Jones