
Report To:	Policy & Resources Committee	Date: 30 March 2010
Report By:	Aubrey Fawcett, Corporate Director Regeneration & Resources	Report No: LA/517/10
Contact Officer:	Elaine Paterson	01475 712139
Subject:	Regeneration & Resources Directorate Performance Report	

1.0 PURPOSE

1.1 This report advises Members of progress made by the Regeneration and Resources Directorate in achieving its key objectives, as set out in its Directorate Plan for 2008/11, and performance in relation to key performance indicators.

2.0 SUMMARY

2.1 To assist in the development of the Council's Strategic Planning and Performance Management Framework, the CMT agreed on 2 November 2006 to introduce a consistent approach to performance reporting to Committee on a Directorate basis.

2.2 Since November 2006 each Directorate has submitted a performance report to every meeting of its respective committee outlining Directorate Plan progress, key corporate initiatives, key performance indicators, compliance and planned future improvement.

2.3 This report sets out a new format for directorate performance reporting which is better aligned to the Directorate Plan and allows Members to focus on key areas of activity.

2.4 A combination of details of progress made in implementing the Directorate Plan and key performance indicators will provide an accurate overview of how the Directorate is performing and assist Members in their scrutiny role.

3.0 RECOMMENDATIONS

3.1 It is recommended that members consider the performance information contained in this report and note that further reports on performance will be presented to future meetings of the Committee.

Aubrey Fawcett
Corporate Director - Regeneration & Resources

4.0 Background

- 4.1 This report from the Regeneration and Resources Directorate provides an overview of performance and an update of progress made since the last report to Committee on 2 February 2010.
- 4.2 Each service within the Regeneration and Resources Directorate has been asked to develop a number of key performance indicators consisting of a mixture of statutory performance indicators (SPIs) and local service or operational indicators. These indicators provide an important measure of how each service's individual performance contributes to the Council's overall strategic aims, including major programmes and projects.
- 4.3 This report highlights performance in relation to the following performance indicators: Please see tables 1 – 4 in Para 5.3.
- 4.4 The Regeneration and Resources Directorate Plan 2008-11 was approved by this Committee in May 2008. It is the Directorate's key planning document and sets out the projects and improvement actions that will be implemented in order to help the Council deliver the strategic priorities identified within the Corporate Plan, Community Plan and Single Outcome Agreement.
- 4.5 An update on progress made in implementing the Directorate Plan is also contained within this report. Appendix 1 contains details of the status of all projects and improvement actions. For example, whether they have been completed, are on track, have not yet started or have slipped.
- 4.6 Members are invited to request further information on what should be reported or suggest future content for reporting to the next Committee.

5.0 Performance Indicator Measures of Progress

- 5.1 The Regeneration & Resources Directorate has a staffing complement of approximately 978 and a Revenue Budget of £11.9 million and a Capital Budget of £2.6 million. It comprises the following services:
 - Property Resources & Facilities Management
 - Organisational Development & Human Resources
 - Legal & Administration
 - Economic & Social Regeneration
- 5.2 The aims and objectives of the four services within the Directorate are outlined in the Regeneration and Resources Directorate Plan, produced for the period 2008/11, along with the programmes and projects which we will implement to help the Council achieve the vision and outcomes contained within its Corporate Plan, Community Plan and Single Outcome Agreement.

5.3 **Table 1**

Service:	Legal & Administration
Indicator:	% of Committee Agendas issued in line with timescales
Type of Indicator:	Internal Key Performance Measures
Relevance:	
Current Performance Level:	100%
Target Performance Level:	100%
Frequency of Monitoring:	Every 2 months in line with the Committee cycle.
Analysis of Performance & Service Commentary	Consistently high performance is essential to ensure transparency of Council decision making structures.
Trend	Static
External validation	None

Table 2

Service:	Legal & Administration
Indicator:	% of draft Committee Minutes issued within 3 working days of Committee meetings.
Type of Indicator:	Internal Key Performance Measures
Relevance:	
Current Performance Level:	95%
Target Performance Level:	93%
Frequency of Monitoring:	Every 2 months in line with the Committee cycle.
Analysis of Performance & Service Commentary	Consistently high performance is essential to ensure minute is available at each Council meeting.
Trend	Static
External validation	None

Table 3

Service:	Organisational Development & Human Resources
Indicator:	Absence Management for period 01/10/09 to 31/12/09
Type of Indicator:	Statutory Performance Indicator
Relevance:	High levels of attendance lead to higher levels of service provision, heightened morale and, for the purposes of Best Value, the provision of competitive and cost effective services
Current Corporate Performance Level:	5.37%
Current Regeneration and Resources Performance Level:	4.34%
Target Performance Level:	5% This will be reviewed as a result of the changes in how absence levels are calculated.
Frequency of Monitoring:	Quarterly
Analysis of Performance & Service Commentary	The Corporate Absence level was above 5%. The absence level for Regeneration and Resources is below the target level of 5%.
Trend	The Corporate absence rate is 5.37%, this is a disappointing rise compared to the previous quarter. However the period four absence rates are generally higher than other periods, 5.37% is the lowest period 4 result confirming the continuing downward trend in

	<p>absence rates.</p> <p>The Regeneration and Resources absence figure has decreased from 4.58% in the previous quarter to 4.34%.</p> <p>While there have been increases in the absence rates for Community Support, and Leisure Management there has been a decrease in Catering, Property and BSU, and Legal. Any increases in absence rate are being addressed by the Service.</p>
External validation	Yes

Table 4

Service:	Organisational Development & Human Resources
Indicator:	Incident Rate per 1000 Employees for period 01/10/2009- 31/12/2009
Type of Indicator:	Council Key Performance Indicator
Relevance:	Incidents or accidents to employees can result in significant time lost due to injury and the potential for civil claims or prosecution in relation to possible breaches of health and safety legislation.
Current Corporate Performance Level:	9.6 incidents per 1000 Employees
Current Regeneration and Resources Performance Level:	8.1 incidents per 1000 Employees
Target Corporate Performance Level:	8.5 incidents per 1000 Employees
Frequency of Monitoring:	Quarterly
Analysis of Performance & Service Commentary	Monitoring of accidents and incidents to employees within the Council. These figures may be subject to change due to late reporting of incidents.
Trend	The incident rate did not show any improvement compared to the equivalent period for 2008. However the overall trend is still downwards. This is being monitored and where incident rates are rising or not showing improvement this will be addressed by the Service.
External validation	None

6.0 DIRECTORATE PLAN 2009-11 - PROGRESS

- 6.1 The Regeneration and Resources Directorate Plan 2008-11 was approved by Policy and Resources Committee in May 2008. Significant progress has been made since May in implementing the projects and improvements actions contained within the plan.
- 6.2 Appendix 1 contains further details of the status of all projects and improvement actions. For example, whether they have been completed, are on track, have not yet started or have slipped.
- 6.3 A number of projects and improvement actions have already been completed and the majority of actions are on track to be completed within timescale.
- 6.4 Examples of projects and improvement actions that have been completed since the last report include:
- A number of successful projects to raise awareness of lifestyle choices and health issues have been completed. Planning for the April 2010 to 2011 programme is underway.
 - The Vibration policy was ratified at the last Policy and Resources Committee and has been made available though ICON.
 - Five of the existing six payrolls have been moved to Chris 21.

- 6.5 There are a number of projects / improvement actions where there has been slippage. These include:
- The introduction of PSIF has caused slippage in the IIP programme as service will now evaluate the most suitable quality route either through IIP, Chartermark, EFQM or some other quality route.

There are a number of projects / improvement actions where progress has been affected by the senior HR employee secondments to corporate projects such as FOM and HR/Payroll. These include:

- Updating of /new HR Policies has been slowed down by the full time secondment of the HR Policy Team Leader to the FOM Project.
- Implementation of the Workforce Development strategy will be delayed due to the secondment on a part time basis, 2 days per week, of the HR Service Manager to the FOM Project. Important milestones e.g. the phased introduction of performance appraisal are not affected.

- 6.6 Over the next few months the Directorate will focus on progressing the projects and improvements actions which have slipped. The next report to Committee will provide an update on progress that has been made.

7.0 IMPLICATIONS

7.1 Finance
None

7.2 Human Resources
None

7.3 Legal
None

7.4 Equality and Diversity
None

8.0 BACKGROUND PAPERS

8.1 Regeneration and Resources Directorate Plan 2008/11.

APPENDIX 1: KEY PROGRAMMES / PROJECTS AND IMPROVEMENT ACTIONS

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Corporate Plan Strategic Outcome 1: Educated, Informed, Responsible Citizens

Project/Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Supporting the school reprovisioning programme.	<ul style="list-style-type: none"> Successful TUPE transfer of employees to the new PPP Schools, or redeployment of existing employees 	Head of Organisational Development and Human Resources	2009-2011		<p>2. On Track</p> <ul style="list-style-type: none"> Employees have been kept updated on TUPE transfers to FESFM Ltd through Roadshows and employee newsletters. A redeployment protocol has been agreed with the Unions A steering group of management, HR and Trades Unions has been meeting regularly. Work continues on staffing issues in accordance with the School reprovisioning timetable.

Corporate Plan Strategic Outcome 2: Healthy Caring Communities

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Local Employment Partnership with the Job centre and the Local Employability Partnership to create work placement opportunities for people in the community who have been out of work for a period of time.	<ul style="list-style-type: none"> • Successful completion of work placement opportunities 	Head of Organisational Development and Human Resources	Ongoing		<p>3. On Track</p> <ul style="list-style-type: none"> • Signed up to LEP • Agreed to advertise all external vacancies in Job Centre • Agreed to offer Work trials – Will meet with Heads of Service to promote • Have reviewed Recruitment & Selection Processes to ensure that unemployed applicants are not excluded • Will work with Economic & Social Regeneration to develop pre-employment training in specific sectors • Placement made through ENABLE for temp work experience within Creditors Section, Finance Services •
Work in partnership with James Watt College to give work placement opportunities to students with learning difficulties	<ul style="list-style-type: none"> • Successful completion of work placement opportunities 	Head of Organisational Development and Human Resources	April 2010		<p>2. On Track</p> <ul style="list-style-type: none"> • 8 more James Watt College students who have learning disabilities have commenced work placements in various services within the council this month.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Work in partnership with the local voluntary mental health groups on various projects to raise awareness of mental health issues in the workplace.	<ul style="list-style-type: none"> • Anti stigma campaign completed • Mental Health Commendation Award achieved. • Anti stigma pledge signed by Leader of the Council. 	Head of Organisational Development and Human Resources	Dec 2009		<p>1. Key Performance Measures Completed</p> <ul style="list-style-type: none"> • The Council have received the Healthy Working Lives Mental Health Commendation Award. • Anti stigma pledge has been signed by the Leader of the Council. <p>Ongoing Development</p> <ul style="list-style-type: none"> • A paper is going up to the CMT via Choose Life to propose that the Chief Executive also signs the See Me Anti Stigma Pledge. • Due to the Council restructuring there has been slippage on equality projects in relation to this. Once the restructuring has been completed and all necessary Chief Officer appointments filled the equality goals and objectives and the community Equality Awards Scheme can be re-established. •
Working in partnership with Community Voluntary Health Improvement Teams,	<ul style="list-style-type: none"> • Sports tournaments completed. • Men's Health event completed. 	Head of Organisational Development and Human Resources	April 2010		<p>1. Completed</p> <ul style="list-style-type: none"> • All objectives completed. • All projects set for this coming year involve partnership working with NHS &

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
the Alcohol and Drugs team and the Phoenix Men's Health promotion team on projects to raise awareness of lifestyle choices and health issues in this area.	<ul style="list-style-type: none"> • Women's Health event completed. • Healthy eating event completed. • Health check comparison statistics improve. 				<p>Voluntary partners.</p> <ul style="list-style-type: none"> • A review meeting has evaluated the outcome of last years 'mental health week' activities to improve coverage this year. The Council will participate again in the National Mental Health Week activities • Phoenix Health Team will carry out men's health checks for male employees undertaking the Golf and Football tournaments and provide statistical comparisons from health levels recorded last year to identify improvements.

Corporate Plan Strategic Outcome 3: Safe, Sustainable Communities

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
	<ul style="list-style-type: none"> • 				

Corporate Plan Strategic Outcome 4: A Thriving, Diverse, Local Economy

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
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Corporate Plan Strategic Outcome 5: A Modern Innovative Organisation

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Minutes and Agenda on-line system.	<ul style="list-style-type: none"> Agendas & Minutes available online 	Head of Legal & Administration	April 2009		<p>2. On Track</p> <ul style="list-style-type: none"> Roll-out of Minutes and Agendas is ongoing. Only outstanding Committee/board is General Purposes Board.
To have in place a Corporate Asset Management Plan and Impairment Review	<ul style="list-style-type: none"> Corporate Asset Management Plan finalised Impairment Review finalised 	Head of Legal & Administration	March 2009		<p>1. Completed</p> <ul style="list-style-type: none"> Corporate Asset Management Strategy & Action Plan submitted to Regeneration Committee 15 January 2009, approved March 2009. <p>2. On track</p> <ul style="list-style-type: none"> Review of Asset Valuation complete March 2008 and data being input to AMP software and procedural guidance for impairment review is

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
					being developed.
Implementation of Licensing (Scotland) Act 2005	<ul style="list-style-type: none"> • Successful implementation of Provisions of Act 	Head of Legal & Administration	September 2009		1. Completed <ul style="list-style-type: none"> • Now implemented.
Continue to roll out a council wide programme of absence management training. This programme has been ongoing since 2006.	<ul style="list-style-type: none"> ▪ Improvement in compliance with the Council's Absence Management Policy. ▪ Reduction of Council absence rates ▪ Revise council absence management targets 	Head of Organisational Development and Human Resources	Project Ongoing		1. Key Performance Measures Completed <ul style="list-style-type: none"> • Overall absence management rates for 2009 are below 5% • Absence Management policy currently under revision. • Last years figures have been analysed and a programme to target those Services who are above the Councils Target attendance figure has commenced.
Carry out a programme to refresh and standardise Corporate HR and H&S Policies, bringing them into line with the revised conditions of service, revised Council Structures, and ensuring they reflect updated statutory requirements.	<ul style="list-style-type: none"> • New or significantly updated policies ratified by the Policy and Resources Committee. • All policies made available on ICON 	Head of Organisational Development and Human Resource	Ongoing		2. On track <ul style="list-style-type: none"> • Work on H&S Policies is ongoing; The Asbestos Policy is being worked on and a short term working group has been established to look at a Violent Warning Marker Policy. The Council's Controlling Contractors policy is undergoing review. 4. Slippage <ul style="list-style-type: none"> • Despite the secondment of the senior HR employee to corporate projects such as FOM and HR/Payroll, HR have been able to bring in a new

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
					redeployment policy /pensions policy and are currently working on updating recruitment and discipline.
Introduce Childcare Voucher Scheme	<ul style="list-style-type: none"> Evaluate a childcare voucher scheme and report to committee. <p>New Key Performance Measure</p> <ul style="list-style-type: none"> Tender for the Childcare Voucher Scheme 	Head of Organisational Development and Human Resource	<p>January 2010</p> <p>Revised Timescale August 2010</p>		<p>1. Key Performance Measure Complete</p> <ul style="list-style-type: none"> Scheme approved. <p>2. On Track</p> <ul style="list-style-type: none"> Currently preparing tender for the provision of a Child Care Voucher Scheme.
Develop and implement the Council Workforce development Strategy.	<ul style="list-style-type: none"> Draft plan to the Policy and Resources Committee Data gathered showing the demographics, skills and knowledge base of the Council. Gap analysis completed Tailored workforce plans developed. 	Head of Organisational Development and Human Resource	<p>Draft plan to committee May 09</p> <p>Others ongoing 2/3 year plan.</p>		<p>2. On Track</p> <ul style="list-style-type: none"> A report has been agreed by the Policy and Resources Committee The workforce development Strategy is being piloted in OD&HR. A progress report has been issued to the CMT and approved.
As part of the workforce development strategy design and roll out a corporate	Appraisal Process adopted and rolled out on a phased basis	Head of Organisational Development and Human Resources	2009-2011		<p>2. On Track</p> <ul style="list-style-type: none"> A draft performance appraisal scheme has been piloted in OD&HR. The Performance Appraisal Scheme is

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
employee performance appraisal process building on the current arrangements for chief officers					ready for use following necessary training from 1 st April 2010 for grade K and above.
As part of the workforce development strategy develop an accredited corporate leadership and management programme.	<ul style="list-style-type: none"> Selected employees successfully complete the Corporate Leadership and Management programme 	Head of Organisational Development and Human Resources	31/03/11		2. On Track <ul style="list-style-type: none"> 30 managers will complete the CMI Management Development evening class programmes at James Watt College in June. One member of Cleaning services is attending a CMI Supervisory course to give feedback on its suitability for teams of cleaning catering & janitorial staff in Sept. 3 managers have commenced the shared CMI management development course at Renfrewshire Council on day release.
As part of the workforce development strategy implement a coherent approach to employee development	<ul style="list-style-type: none"> Council wide audit of training. Develop a Council wide training plan. 	Head of Organisational Development and Human Resources	31/03/11		2 On track <ul style="list-style-type: none"> The 2010 H&S Course planner has been issued based on the requirements identified in the H&S training needs survey. Corporate Course Planner reviewed to incorporate policy refresher courses to meet management competencies. An E-learning platform of shared

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
					courses via the Clyde Valley Training Consortium is due to be launched in April/May to meet anticipated training demands arising from the roll out of the performance appraisal scheme.
Roll out IIP across the Council, now linked to PSIF	<p>New Performance Measure</p> <ul style="list-style-type: none"> Evaluate and provide information about quality improvement measures 	Head of Organisational Development and Human Resource	Revised Timescale Ongoing		<p>2. Slippage</p> <ul style="list-style-type: none"> With the introduction of PSIF, services will now evaluate the most suitable quality route either through IIP, Chartermark or some other professional route. Performance & Improvement Services are also looking at EFQM and have attended information sessions on this.
Implement the HSE Stress Management Standards	<ul style="list-style-type: none"> Stress management standards implemented 	Head of Organisational Development and Human Resources	Revised Timescale April 2012		<p>2. Slippage</p> <ul style="list-style-type: none"> Stress surveys are being carried out in a number of Service Areas. Results will be reported to the Corporate Health and Safety Committee and relevant Heads of Service on an ongoing basis.
Develop an integrated HR/Payroll System	<ul style="list-style-type: none"> Integrated HR/Payroll system in place for HR and Finance. Roll out self service to all Council Services. 	Head of Organisational Development and Human Resources	<p>HR/Finance Dec 2009</p> <p>Self Service July 2010</p>		<p>2. On Track</p> <p>Five of the existing six payrolls have been successfully moved onto Chris21:</p> <ul style="list-style-type: none"> KV2, KV4, KV7, KV10 and KV11 are all now live on Chris 21. KV1, weekly former manual

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
					employees before 31 st March.
Tender for and establish an improved Occupational Health System	<ul style="list-style-type: none"> External Occupational Health Provider in place 	Head of Organisational Development and Human Resources	2009-2011		1. Completed <ul style="list-style-type: none"> A two year contract has been awarded to Mansionhouse Healthcare who are the Councils existing supplier. £100,000 has been identified by the CMT and allocated annually for the Occupational Health Service. Health surveillance will commence shortly. Healthy Working Lives agenda will merge with Occupational Health objectives
Review of Standby (i.e. call out for duty after normal working hours)	<ul style="list-style-type: none"> Terms and conditions associated with standby allowance reviewed. 	Head of Organisational Development and Human Resources	Revised Timescale Sept 2012		4. Slippage <ul style="list-style-type: none"> Draft developed – consultation to commence with trade unions shortly
Processing of appeals and claims in relation to Single Status and Equal Pay	<ul style="list-style-type: none"> All claims and appeals processed and finalised 	Head of Organisational Development and Human Resources	2009-2011		2. On Track <ul style="list-style-type: none"> Starting JE formal appeals process on 6th April. Will run for approx 1 cal year. Have appointed a full time chair and part time management rep
Working towards the Council achieving the	<ul style="list-style-type: none"> Mental Health commendation award 	Head of Organisational	Dec 2009		1. Completed <ul style="list-style-type: none"> The Council received the Mental

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Healthy Working Lives Mental Health Commendation award.	obtained.	Development and Human Resources			Health Commendation award at a ceremony in Stirling in November.
Developing training provision through the Clyde valley Consortium	<ul style="list-style-type: none"> • Training opportunities made available through the Clyde Valley Consortium. • Equality and diversity elearning course rolled out across the Council. • Customer First Training rolled out across the Council. 	Head of Organisational Development and Human Resources	2009-2011		<p>2. On Track</p> <ul style="list-style-type: none"> • Training on the Bild module for new elearning system will commence on the 22nd of March this will allow the Council to develop new courses or customise incoming courses to our council's needs. • E-learning courses will be made available to employees on an ongoing basis from the end of April.
Analyse employee survey results and identify appropriate actions to progress key findings.	<ul style="list-style-type: none"> • Reports from focus groups with recommendations submitted to the CMT 	Head of Organisational Development and Human Resources	July 2009		<p>4. Slippage</p> <ul style="list-style-type: none"> • A summary presentation was made to elected members in Dec 09 and a summary report is available for presentation to elected members on request. • In response to issues raised in the Survey, managing change workshops will run on 22 March and 31 March to help managers understand how best to manage change.
Development of the National Recruitment portal	<ul style="list-style-type: none"> • The majority of vacancies advertised on the recruitment portal. 	Head of Organisational Development and	Ongoing		<p>2. On Track</p> <ul style="list-style-type: none"> • External vacancies are being advertised on the recruitment portal.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
		Human Resources			<ul style="list-style-type: none"> • Training has been carried out for libraries staff and job centre employees. Posters have been delivered to various public buildings • Media trials going on linking to other recruitment websites.
Support the review of Facilities Management	<ul style="list-style-type: none"> • Review completed and report submitted to the CMT. 	Head of Organisational Development and Human Resources	August 2009		<p>2. On Track</p> <ul style="list-style-type: none"> • Report being implemented offers have been made to Janitorial employees. • 78% of Janitors accepted the offer and changes have been realised. • Conditions have been imposed on 5 employees who had not agreed to the offer. • Recruitment to supervisory posts is completed. One back office employee has been redeployed and one released. • A working party has been set up with the sole remit of examining how the Council manages lets.
Development of Health and Safety materials for inclusion on ICON	<ul style="list-style-type: none"> • Number of hits on pages monitored • H&S information updated bi monthly. 	Head of Organisational Development and Human Resources	Ongoing		<p>2. On Track</p> <ul style="list-style-type: none"> • Health and Safety information is being added to on a monthly basis. • Risk assessments have been added to the Risk Assessment Library. • Service Specific pages for

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
					Environmental Services have been developed. Service specific pages for Social Care and Education are in development. <ul style="list-style-type: none"> Hits on Health and Safety pages are increasing at a steady rate.
Health and Safety benchmarking peer review process through the Authorities Benchmarking Consortium.	<ul style="list-style-type: none"> Improvement of current score of 77 	Head of Organisational Development and Human Resources	Revised Timescale April 2011		3. Not Started <ul style="list-style-type: none"> Due to delays with the Council's benchmarking partners, the review process will take place later in 2010.

<p>Key 1 = Completed 2 = On track 3 = Not started 4 = Slippage</p>
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