

An Improving Council - Revenue Budget Proposals 2009-2011

Generated on: 09 June 2009

Theme: **01-Finance & Resourcing**
Priority: **01.1-Council Tax**



Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Introduce 12-month council tax payment scheme	IC#5		<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	28/02/2009	Original timeframe - Immediately	Vincent Gardiner				


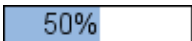
Theme: **01-Finance & Resourcing**
Priority: **01.2-Revenue Budget**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Develop 2-year financial plan	IC#6		<div style="width: 10%; background-color: #4f81bd; color: white; text-align: center;">10%</div>	31/03/2010	Original timeframe - immediate	Gillian McNeilly	Council Agreement		28/02/2009	Yes
							Draft Plan		31/12/2009	No
							Final Plan		24/02/2010	No
Undertake a review of the need for a new finance review framework	IC#7		<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	31/08/2009	report to council in march 2009 was continued for further discussion	Gillian McNeilly	Council Agreement		28/02/2009	Yes
					Original timeframe - immediate		Options Report	council agreed WG with membership April 09	24/06/2009	Yes
							Implement preferred Option		31/08/2009	Yes
Review all current debt profiles	IC#8		<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	29/04/2009	debt was repaid during april 2009 saving approx £250k per annum	Gillian McNeilly	Council agreement to delegate authority to Director of Corporate Services		28/02/2009	Yes
					ongoing daily - depending upon		Report to C&EG Committee	debt rescheduling took place after	29/04/2009	Yes



					interest rates, etc - taken in conjunction with cashflows			deadline for committee reports and as such will not be reported to committee until June		
					Original Timeframe - immediate					
Review use of long-term cash-flows to reduce or repay borrowings	IC#9			29/04/2009	Original timeframe - immediate	Gillian McNeilly	Delegate authority to Director		28/02/2009	Yes
							Report to C&EG Committee	cashflows and interest rates identifies action then taken to repay 6.4m borrowings - april 09 - timing of repayments - to be reported in June 09	29/04/2009	Yes



Theme: **01-Finance & Resourcing**
Priority: **01.3-Capital Resourcing**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Review financial aspects of how an infrastructure hub could be established and operate with partners	IC#10a			30/04/2009	Funding sources for capital from Scottish futures trust to be confirmed. note added by Joyce White.	David Connell	Identify general information through internet		10/04/2009	Yes
					To be reviewed at planned meeting with C& EG committee convenor and vice convenor. Note added by Joyce White		Identify relevant information used by other Councils		10/04/2009	Yes
					clarification to being sought of definition of infrastructure hub		briefing note to CE for consideration		10/04/2009	Yes

					Original timeframe - April 2009		prepare report to council for consideration		30/04/2009	Yes
							take further action as agreed by council		30/04/2009	No
Review legal aspects of how an infrastructure hub could be established and operate with partners	IC#10b			30/09/2009	Date changed to reflect earliest likely date when details of National HUB scheme will become available following pilot programme. Progress / timescales dependent on this external factor.	Alan Douglas	Contribute to Report by Head of Finance and ICT to May Council	Overall co-ordination of HUB initiative given to David Connell by CMT.	08/05/2009	Yes
					Have contacted SFT to request info on the HUB Pilots and background information. <ul style="list-style-type: none"> Spoken with Mikko Ramstedt and Andrew Clearie at SFT. Information issued. AC has offered to come to meet. Will discuss with other project leads. 		Prepare initial Report to C&EGC for 30th September Meeting	Report to outline HUB initiative, progress on pilots and the Multi Authority nature -West of Scotland HUB area. Also a roadmap for future reports and actions. Content dependent on progress at National level. These will be noted as a new action. Pro	26/08/2009	No
					Original timeframe - April 2009					


Theme: **02-Infrastructure & Assets**
Priority: **02.1-Community Learning & Development**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Transfer control of Community Education Centres to HEED's Halls & Events Section	IC#11(a). This is proposed to be led by Edu			30/04/2009	CL&D centres physically transferred to HEED (Halls and Events) on 1st May 2009. Café staff	Ken Graham				




					also transferred on that date. Some personnel details still to be finalised and the fine detail of budget figures to be rationalised between departments.					
	with senior officers from HEED part in the review				CL&D centres physically transferred to HEED (Halls and Events) on 1st May 2009. Café staff also transferred on that date. The final details regarding personnel paperwork and budgetary transfers have still to be completed and are currently being progressed.					
					Original timeframe - April 2009					
Review combined Halls and CLD estate	IC#11b			31/03/2010	Original timeframe - April 2009	Billy McCabe	Undertake scoping exercise on Events & Halls and CLD facilities		01/04/2009	Yes
							Compile condition report on Events & Halls and CLD facilities		30/06/2009	No
							Contact and consult user groups within facilities		30/06/2009	No
							Undertake review of Events & Halls and CLD Facilities by usage, running costs, income, staffing and other relevant categories		31/07/2009	No
							Review future options for Events & Halls and CLD facilities		31/07/2009	No
							Prepare draft report on future options for Events & Halls and CLD facilities		17/08/2009	No

							Brief Elected Members on options for Events & Halls and CLD facilities		17/08/2009	No
							Present finalised report on future options for Events & Halls and CLD facilities to Elected Members		30/09/2009	No

Theme: 02-Infrastructure & Assets
Priority: 02.2-Letting Policy


Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Review halls letting conditions	IC#12 - a review of the halls letting conditions across Events and Halls and CLD		<div style="border: 1px solid black; padding: 2px; display: inline-block;">12%</div>	30/06/2009	Original timeframe - June 2009	Billy McCabe	Undertake scoping exercise on Events & Halls and CLD conditions and charges		01/04/2009	Yes
							Undertake scoping exercise on other Local Authorities letting conditions and charges		01/04/2009	No
							Contact and consult user groups within facilities		30/06/2009	No
							Produce first draft of revised letting conditions		30/06/2009	No
							Produce and test first draft of letting charges		30/06/2009	No
							Prepare draft report on letting conditions and letting charges		30/06/2009	No
							Brief Elected Members on proposals for letting conditions and charges		30/06/2009	No
							Present finalised report on letting conditions and letting charges to Elected Members		30/06/2009	No

Theme: **02-Infrastructure & Assets**
Priority: **02.3-Office Accommodation**


Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Review of all current office accommodation (part of asset management strategy)	IC#14		<div style="border: 1px solid black; background-color: #4f81bd; width: 28px; height: 15px; display: inline-block;"></div> 28%	31/10/2009	Original timeframe - Oct 2009	Donald Findlay	Gather all available data on properties leased from private sector		30/04/2009	Yes
							Gather all available data on current office accommodation		30/05/2009	Yes
							Assess future demand from "other users within schools"-		31/05/2009	No
							Expand database to include occupancy levels, suitability, energy use, maintenance costs etc		31/08/2009	No
							Prepare a draft option appraisal		30/09/2009	No
							Submit option appraisal to Accommodation Working Group		30/10/2009	No
							Present option appraisal to Head of Service		31/10/2009	No
Complete mothballing of Braidfield School and relocate staff by April 2009	IC#15		<div style="border: 1px solid black; background-color: #4f81bd; width: 82px; height: 15px; display: inline-block;"></div> 100%	30/04/2009	All services relocated and all utilities disconnected. Original timeframe - April 2009	Craig Jardine				
Review options for keeping Braidfield School playing fields accessible	IC#17		<div style="border: 1px solid black; background-color: #4f81bd; width: 40px; height: 15px; display: inline-block;"></div> 50%	31/10/2009	Report prepared for council meeting in June 2009. Original timeframe - Oct 2009	Craig Jardine				

Theme: **03-Education & Life-Long Learning**


Priority: **03.1-Free School Meals**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Introduce free school meal scheme	IC#18		<div style="border: 1px solid black; background-color: #4f81bd; width: 50%; text-align: center; padding: 2px;">50%</div>	31/08/2009	Original timeframe - August 2009	Marie Haworth	Advise Head Teachers and parents.	Head Teachers have been advised and parents informed.	30/04/2009	Yes
							Prepare marketing materials.	Marketing materials still to be finalised.	31/08/2009	No


Theme: **03-Education & Life-Long Learning**
Priority: **03.2-Healthy Choices**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Review feasibility of introducing fresh fruit or fresh orange juice	IC#20		<div style="border: 1px solid black; background-color: #4f81bd; width: 0%; text-align: center; padding: 2px;">0%</div>	31/08/2009	Original timeframe - April 2009	Marie Haworth	Discuss with Catering Section (HEEDs), Hungry for Success Steering Group and Health Board.	Final discussions still to take place.	31/08/2009	No
							Identify costs.		31/08/2009	No


Theme: **03-Education & Life-Long Learning**
Priority: **03.3-Learning in the Community**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Identify all outreach services and review options for reducing duplication and improving life-long learning experiences	IC#21, 22 (follow up to review und last year through the Youth Strategy Group which		<div style="border: 1px solid black; background-color: #4f81bd; width: 66%; text-align: center; padding: 2px;">66%</div>	28/02/2010	Meetings have been held since the turn of the year to identify existing youth outreach services and maximise existing resources. Meetings were convened by WDC CLD Section staff and involved	Sandra Davidson	Identify existing youth outreach services and maximise existing resources.	Meetings have been held since turn of the year to identify existing youth outreach services and maximise existing resources. Meetings were convened by		Yes

	<p>resulted in a stream provision of youth outreach services)</p>			<p>WDC CLD, Youth Links (Voluntary Sector Project) and Y Sort It (Voluntary Sector Project) – these are the 3 key local agencies providing outreach youth work services in the area. This was in line with the recommendations made in the CPP Youth Strategy Group Review of 2008. Meetings lasted 2 hours and took place on 19th Jan / 17th Feb / 16th March / 23rd April. Initial meetings focussed on each agency providing a breakdown of current work and methodologies. Time has been spent focussing on how best to streamline existing service provision to achieve maximum local impact / value for money. A mapping exercise is currently being conducted – target date for completion 31st July (given the focus each agency will have on delivering summer programme activities). Next meeting set for August when the mapping exercise will be completed, enabling all agencies to implement any changes necessary to ensure best use of resources and develop joint planning</p>			<p>WDC CLD Section staff and involved WDC CLD and the Voluntary Sector Projects Youth Links and Y Sort It</p>		
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					arrangements/ protocols. To be completed by end year 2009.					
					Original timeframe - Feb 2010		Agencies to provide breakdown of current work and methodologies	Initial meetings focussed on each agency providing a breakdown of current work and methodologies.		Yes
							Conduct mapping exercise of existing provision	Ongoing.	31/07/2009	No
Develop and agree outreach strategy	IC#23		<input type="text" value="0%"/>	28/02/2010	Future medium term plans for the group include the organisation of an event for all agencies in WD who undertake any form of outreach with young people; the identification of training needs; joint policies and procedures/working guidelines. No target dates set.	Sandra Davidson	Use results of mapping exercise to develop joint planning arrangements/ protocols.			No
					Original timeframe - Feb2010					

Theme: **03-Education & Life-Long Learning**
Priority: **03.4-Breakfast Clubs**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Review provision of breakfast clubs and roll-out to all 42 schools	IC#24		<input type="text" value="50%"/>	31/08/2009	Breakfast Clubs currently in 27 schools. Club started in one school after the Easter break and one due to start after the Summer break. Two schools currently pending.	Marie Haworth	Open one new school Breakfast Club after easter break.		20/04/2009	Yes

							Write out to Head Teachers of schools who currently do not have a Breakfast Club. Advise of all requirements.		31/08/2009	No
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Theme: 04-Crime & Antisocial Behaviour
Priority: 04.1 Wardens Service

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Undertake review of the effectiveness of the Community Warden Service (includes 26-29)	IC # 25,26		<input type="text" value="0%"/>	31/12/2009	Original timeframe - Dec 2009	Janice Winder	Review results of Community Warden survey 2009 with partners and operational teams		15/05/2009	No
							Survey views of operational managers and teams		15/05/2009	No
							Commission and review data from ASB analyst		31/05/2009	No
							Interim benchmark against three CW services from other authorities		31/05/2009	No
							Measure against outcomes in SOA / ASB / CS strategies		12/06/2009	No
							Part 1: Report on Effectiveness of CW service		19/06/2009	No
Undertake options appraisal on alternative options for reconfiguring the Community Warden Service	IC # 30		<input type="text" value="0%"/>	31/12/2009	Original timeframe - Dec 2009	Janice Winder	Interim report on implications of local recommendations of new national ASB Framework		31/05/2009	No
							Consultation with key CSP partners		09/06/2009	No
							Benchmark against selected CW services		12/06/2009	No

							in other comparable authorities			
							Consultation with ASB Task Force operational managers and teams		12/06/2009	No
							Part 2: Final Options Report to HE&ED 2/9/09		02/09/2009	No
Implement preferred options for the integrated anti-social reduction initiative	IC # 31		<input type="text" value="0%"/>	31/12/2009	Original timeframe - Dec 2009	Janice Winder				

Theme: **05-Customer Service**
Priority: **05.1 Out-of-Hours Service**


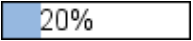
Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Undertake review of out-of-hours services and produce options for internal integration	IC#33,34		<input type="text" value="100%"/>	31/12/2009	Initial mapping of services is now completed. Original timeframe - Dec2009	Moira Swanson	Service Mapping		08/05/2009	Yes
Implement new out-of-hours services	IC#35		<input type="text" value="0%"/>	31/12/2009	Planning for conference and roadshow underway. Initial date might slip. Original timeframe - 1st Dec 2009	Moira Swanson	Conference to be held		31/08/2009	No
							Roadshow underway		30/09/2009	No


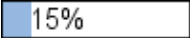
Theme: **05-Customer Service**
Priority: **05.2 Telecommunications**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Undertake cost-benefit analysis on all telephone and data communications	IC#36		<input type="text" value="35%"/>	31/12/2009	Original timeframe - Dec 2009	Dorothy Farquhar	Request audit of current voice estate from voice wholesalers Azzuri--		27/04/2009	Yes

						Provided information to VirginMedia re BT estate		27/04/2009	Yes
						VirginMedia request comprehensive survey of all ICT sites in order to move forward		06/05/2009	Yes
						Requested audit of current estate from BT		12/05/2009	Yes
						Provided information to BT re VirginMedia voice estate		12/05/2009	Yes
						Requested audit of current estate from VirginMedia		12/05/2009	Yes
						Azzuri audit of current voice estate returned with recommendations		03/06/2009	Yes
						Document issues and challenges with current technology and set up		18/07/2009	No
						Liaise with existing suppliers on development of business case and cost analysis		30/07/2009	No
						Research new communication technologies		20/11/2009	No
						Review existing budgets and budgeting options		27/11/2009	No
						Comprehensive survey of voice & data infrastructure to be commissioned		30/11/2009	No
						Survey of all Wide Area network links to be incorporated in prep for full VOIP convergence activity		30/11/2009	No
						Document Cost Benefits		14/12/2009	No


Theme: **05-Customer Service**
 Priority: **05.3 Contact Centre**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Establish the Contact Centre as the first point-of-contact for all incoming customer calls and enquiries	IC#37			31/12/2009	CMT minute show Contact Centre being taken forward from Shared Diagnostics project. Discussion at Efficient Government Group regarding the use of PWC to take forward. Altered next achievement date whilst waiting on further clarity of direction. Meanwhile, a further meeting has taken place with HEED to identify Repairs, Waste Services and the Roads are priorities. Business Cases have been issued and the information gathering is underway for both Waste and Repairs. Education list of potential sources of contact have been received.	Stephen Daly	Identify all Customer Touch Points in WDC	Using Diagnostic Information this is complete	31/03/2009	Yes
					Sold Property Kaizen and Repairs Meetings held to discuss concept. Waste Services to be finalised after election on 4 June.		Identify External Telephone Customer Touch Points and FTE used	From Colin	30/04/2009	Yes
					Original timeframe - Dec 2009		Identify phone numbers & call volumes at these sites	From Server Services	30/07/2009	No
							Process Mapping of existing services	Kaizen? Existing	30/08/2009	No


						Development of systems	ICT Development	30/09/2009	No	
						Agree recruitment process for resourcing contact centre	Will present staff move over or just budgets?	30/09/2009	No	
						Discuss volumes and staffing with present managers	Arrange meetings with Managers / HOS	30/09/2009	No	
						User Acceptance in test	Test Ciboodle/Back Office	31/10/2009	No	
						Change reporting lines of existing staff/newly recruited--		30/11/2009	No	
						Transfer Call activity to Contact Centre Management		31/12/2009	No	
Establish one-point reception counters in the two main offices	IC#38			30/12/2009	Stephen Daly	Concentrating on Rosebery initially and then Garshake due to present functions.	Identify existing receptions	Available from Diagnostics work	01/04/2009	Yes
						Original timeframe - 1 Feb 2009	Examine locations and present functions	Include Lewis Morrison and DWG	30/04/2009	Yes
							Examine potential use of space	Identify which receptions to use	30/07/2009	No
							Review skills for of existing reception staff for multidisciplinary service delivery	on a service by service basis	30/07/2009	No
							Examine Scope for ciboodle and corporate role	What do we want to deliver	31/07/2009	No
							Discussions with Legal& Admin and Housing re present use--	Can we work together	31/07/2009	No
							Report to CSMT proposed activity	What are we going to do	31/08/2009	No
							Get Agreement on scope and timescale	Development Plan	30/09/2009	No

							and apply physical changes required	Property section - Mike Thompson	31/10/2009	No
							Agree recruitment or move existing staff	Discuss HOS	31/10/2009	No
							Systems Development	ICT Development Queuing System?	30/11/2009	No
							Appoint staff and train	Training	30/12/2009	No
							Open Doors and go live	Go Live	30/12/2009	No

Theme: **06-A Greener West Dunbartonshire**
Priority: **06.1 Recycling**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Review options for increasing blue bin collections and assess effectiveness of recycling programme	IC#39		<div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div>	31/03/2009	Original timeframe - March 2009	Rodney Thornton	Prepare report to HEED Committee		25/03/2009	Yes


Theme: **06-A Greener West Dunbartonshire**
Priority: **06.2 Video Conferencing**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Undertake feasibility study of creating two video-conferencing suites	IC#40		<div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div>	30/06/2009	Original timeframe - April 2009	Dorothy Farquhar	Assess current voice conferencing facilities available within the Council			Yes
							Assess current video conferencing facilities available within the Council			Yes
							Research requirements and costs of video conferencing		29/04/2009	Yes
							Document options appraisal		29/04/2009	Yes


							Prepare Committee report		20/05/2009	Yes
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Theme: 07-Communications & Marketing
Priority: 07.1 Corporate Communications



Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Review alternatives to producing a corporate Christmas Card	IC#41		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">33%</div>	31/03/2010	Original timeframe - June 2009	Louisa Mahon	Stop producing printed card		01/06/2009	Yes
							Develop schools competition for an e-Christmas card		02/11/2009	No
							Develop a database of Council e-contacts		30/11/2009	No
Discontinue production of Corporate Christmas Card	IC#41		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #0070c0; display: flex; align-items: center; justify-content: center;">100%</div>	01/06/2009			Cancel production			Yes
Review cost effectiveness of the Council newspaper	IC#42		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">25%</div>	28/08/2009	Original timeframe - June 2009	Louisa Mahon	Bring all editorial and design inhouse		30/04/2009	Yes
							Secure alternative production method		24/07/2009	No
							Secure alternative distribution method		24/07/2009	No
							Incorporate editorial production within recognised journalism course		24/07/2009	No
Secure 2009 Homecoming funding to promote annual events calendar	IC#43		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">75%</div>	30/06/2009		Lesley Anne Law	Purchase WDC Homecoming branding			No
							Commission homecoming photography		30/04/2009	Yes
							Develop proposal and confirm 10k of funding		30/04/2009	Yes
							Agree funding activity		29/05/2009	Yes
Produce seasonal festival programmes	IC#43		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">50%</div>	31/03/2010		Lesley Anne Law	Distribute Summer Festival programme		29/05/2009	Yes

							Distribute Winter Festival programme		30/10/2009	No
Develop an integrated events planner for 2009/10	IC#43		<div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div>	31/05/2009		Lesley Anne Law	Sign off planner with Halls and Events		10/04/2009	Yes
							Secure new advertising ratecard for 2009/10		30/04/2009	Yes
							Centralise events marketing through Communications		30/04/2009	Yes


Theme: **07-Communications & Marketing**
Priority: **07.2 Balloch Castle**




Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Undertake full options appraisal for future uses of Balloch Castle	IC#44		<div style="background-color: #4F81BD; color: white; padding: 2px;">71%</div>	31/01/2010	Original timeframe - Jan 2010	John McKerrach	Arrange meeting of technical staff for initial concept meeting	27/03/09	31/03/2009	Yes
							Arrange site visit to Balloch Castle	31/03/09	31/03/2009	Yes
							Gather initial desk top information on Balloch Castle	completed 30/04/09	30/04/2009	Yes
							Gather lease details on Balloch Castle	Completed 06/04/09	30/04/2009	Yes
							Arrange meeting of relevant parties involved	completed 19/05/09	31/05/2009	Yes
							Consider proposals and prepare draft appraisal		30/11/2009	No
							Present findings to Executive Director		31/12/2009	No



Theme: **08-Organisational Change**
Priority: **08.1 Service Improvement Unit**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Present options for a streamlined approach to Continuous Improvement	IC#45,46		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">50%</div>	30/06/2009	Original timeframe - April 2009	Liz Cochrane	Report to C&EG Committee			No
							Report for Chief Executive	Report passed to Chief Executive 22/4	10/04/2009	Yes
Set-up spend-to-save budget for continuous improvement	IC#47,48		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">28%</div>	30/04/2009	Original timeframe - April 2009	Gillian McNeilly	identify other council's approach for spend to save		20/04/2009	Yes
							draft a protocol for spend to save initiatives - covering both capital and revenue		20/04/2009	No
							consider departmental finance staff views to the draft protocol		24/04/2009	No
							consider Head of finance & director of corporate services view on draft protocol		24/04/2009	Yes
							draft report for CMT for consideration		30/04/2009	No

Theme: **08-Organisational Change**
Priority: **08.2 Annual Appraisals**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Facilitate implementation of the performance and personal development framework for the CMT in partnership with the Improvement Service	IC#49-51		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31/05/2009		Angela Terry	Develop timeline for key actions		08/05/2009	Yes
							Meet with C Mair to agree parameters of IS involvement		08/05/2009	Yes
							Facilitate completion of the 2008/09 assessment process	CEO performance evaluation complete and report to Committee 5/06/09	27/05/2009	Yes

							Set-up Committee development sessions incorporating IS facilitation	Committee development sessions scheduled for 10th & 12th June	27/05/2009	Yes
							Facilitate completion of 2009/10 objective setting process	CEO & Director 09/10 performance objectives completed; reports submitted to Committee 4th & 5th June	29/05/2009	Yes
							Set-up Performance and Recruitment Committee meeting	Meetings scheduled for 17th & 18th June	31/05/2009	Yes
Implement performance and personal development planning framework for Self & CMT	IC#51		<input type="text" value="0%"/>	26/06/2009	Original due date 31st May 2009	David McMillan	Complete 08/09 assessment of performance for each Executive Director		27/05/2009	No
							Complete draft personal objectives & PDP for 9/10		29/05/2009	No
							Agree 09/10 performance objectives and PDP for each Executive Director		31/05/2009	No
							Present to Performance & Recruitment Committee		17/06/2009	No
Implement performance and personal development planning framework for Self & SMT	IC#51		<input type="text" value="0%"/>	26/06/2009		Joyce White	Develop 9/10 personal objectives for CEO agreement		27/05/2009	No
							Agree 9/10 performance objectives for each Head of Service		29/05/2009	No
							Complete PDP for each Head of Service		29/05/2009	No
							Present own objectives to Performance & Recruitment Committee		17/06/2009	No
Implement performance and personal development planning framework for Self and SMT	IC#51		<input type="text" value="75%"/>	26/06/2009		Terry Lanagan	Develop 9/10 personal objectives for CEO agreement		27/05/2009	Yes

							Agree 9/10 performance objectives for each Head of Service		29/05/2009	Yes
							Complete PDP for each Head of Service		29/05/2009	Yes
							Present own objectives to Performance & Recruitment Committee		17/06/2009	No
Implement performance and personal development planning framework for Self and SMT	IC#51		<input type="text" value="0%"/>	26/06/2009		Elaine Melrose	Develop 9/10 personal objectives for CEO agreement		27/05/2009	No
							Agree 9/10 performance objectives for each Head of Service		29/05/2009	No
							Complete PDP for each Head of Service		29/05/2009	No
							Present own objectives to Performance & Recruitment Committee		17/06/2009	No
Implement performance and personal development planning framework for self and SMT	IC#51		<input type="text" value="0%"/>	26/06/2009		Bill Clark	Develop 9/10 personal objectives for CEO agreement		27/05/2009	No
							Agree 9/10 performance objectives for each Head of Service		29/05/2009	No
							Complete PDP for each Head of Service		29/05/2009	No
							Present own objectives to Performance & Recruitment Committee		17/06/2009	No

Theme: **08-Organisational Change**
Priority: **08.4 Sports Development**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
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Carry out a Management review of Sports and Outdoor Education provision (including review of management structure)	IC#53,54		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #ccccff; display: flex; align-items: center; justify-content: center;">20%</div>	31/10/2009	This should be lead by Education but the review team should include senior officers from HEED	Sandra Love	Agree merger of three sports groups and identify budget reduction	Completed	30/04/2009	Yes
							Review service provision across all three groups		31/07/2009	No
							Mapping exercise for all aspects of provision		31/07/2009	No
							Options meeting between HEED and Education		17/08/2009	No
							New operational procedures in place		19/10/2009	No

Theme: 08-Organisational Change
Priority: 08.5 Committee papers

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Instruct Committee Administration staff to send email copies only of working group and sub-committee reports, agendas, briefing notes and circulars to Elected Members who are not members of these groups	IC#55		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #ccccff; display: flex; align-items: center; justify-content: center;">100%</div>	30/04/2009	Original timeframe - April 2009	Anne Laird	Implementation of new arrangement	Council instruction refers only to papers for working groups, sub-committees, briefing notes and circulars. Councillors can request a paper copy if preferred.	13/02/2009	Yes

Theme: 09-Economy
Priority: 09.1 Recession

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Review draft letter and send to all Scottish MPs and MSPs	IC#56,57		<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #ccccff; display: flex; align-items: center; justify-content: center;">100%</div>	31/03/2009	letter was been issued to all MSPs	David McMillan				

and Scottish MPs on
27 March 2009


Theme: **09-Economy**
Priority: **09.2 Economic Development**






Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Establish joint forum with Chambers of Commerce and Social economy Network and develop integrated action plan	IC #58,59		<input type="text" value="0%"/>	30/06/2009	Original timeframe - June 2009	Kevin Neeson				
Implement strategy for town centre regeneration	IC #60		<input type="text" value="0%"/>	30/06/2009	Original timeframe - June 2009	Kevin Neeson				
Develop local procurement policy	IC#60		<input type="text" value="50%"/>	30/06/2009	-- enter new status update --	Alison Wood	Prepare list of suggested areas for inclusion in policy		30/04/2009	Yes
					Original timeframe - June 2009		Hold meetings of relevant internal stakeholders to discuss proposed content of policy		15/05/2009	Yes
					Complete first draft of policy		Unable to complete first draft within original milestone. Due date changed	12/06/2009	No	
					Complete final version of policy			26/06/2009	No	

Theme: **09-Economy**
Priority: **09.3 Welfare Rights**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Hold money and debt advice conference	IC#61		<input type="text" value="0%"/>	30/06/2009	Original timeframe - June 2009	Mary Holt				
Hold money and debt advice road shows	IC#62		<input type="text" value="0%"/>	30/06/2009	Original timeframe - June 2009	Mary Holt				

Theme: **10-Community Regeneration**
Priority: **10.1 Community Regeneration**

Action	Number	Status	Progress	Due Date	Notes & History Note	Assigned To	Milestone	Comments	Milestone Due Date	Completed
Undertake audit of land available for regeneration through provision of affordable housing	IC #63		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">40%</div>	31/03/2010	Already in HEED Plan. Budget proposal Original timeframe - June 2009	Alan Williamson	Obtain list of sites for disposal from Estates		30/04/2009	Yes
							Compile planning data for potential regeneration opportunities		29/05/2009	Yes
							Compile Housing and Estates data for potential regeneration opportunities		12/06/2009	No
							Prepare draft regeneration land audit document		19/06/2009	No
							Finalise regeneration land audit document		30/06/2009	No

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