Corporate Services Department

Departmental Plan
2010/2014

West Dunbartonshire Council

April 2010

Corporate Services department provides a valuable service to the community and employees in West Dunbartonshire Council. It leads and manages a range of services which aim to improve service provision for the local community, generate a positive workplace for our people, and ultimately deliver better outcomes for the population in West Dunbartonshire. We provide services to improve the lives of all who work, live and visit West Dunbartonshire.

The department has three key service areas; **Finance and ICT, Human Resources and Organisational Development,** and **Legal, Administrative and Regulatory Services**. This is the second service plan under the new structure and it sets out the context within which the department operates, the challenges it faces, and the business priorities, objectives and targets for the future. It also demonstrates how we contribute to the Council's objectives within the Community Plan, the Single Outcome Agreement, and the Corporate Plan. It provides information on the service and individual performance plans ensuring a 'golden thread' exists through our strategic planning process.

Vision

Corporate Service's vision is **to provide best value, delivering effective and efficient services**. We will continuously improve the service we provide and this plan aims to realise that vision through a robust strategic focus, effective leadership, and accompanied by our commitment to strong governance and delivering services with professional expertise.

Achievements

In the past year, the department has delivered a number of achievements through the commitment and active effort of all our staff, set against a particularly testing and complex business and political environment. These include:
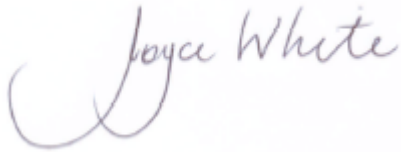
- Development and review of the long term financial plans for the Council, and establishment of the Strategic Finance Working Group.
- Further implementation of the Single Status agreement and revised terms and conditions, and establishing the Appeals Process for employees.
- Implementation of the new Workforce management System to improve employee information and transactional processing, and provide the foundation for the future Workforce Planning and Development.
- Improved procurement processes to reduce the overall operational and procurement costs.
- Development of customer centric services, improving service and automated processes through better use of technology including developing the contact centre which is a launch pad for a 'one stop shop' for the customer – focusing on Customer First.

This departmental plan incorporates challenging future goals, new opportunities, and acknowledges the difficult times, financial pressures and changing environment in which we're currently working. However the plan defines where we want to be over the next year and sets out how we will know that we have arrived there. I look forward to leading Corporate Services and with our people believe we can ensure progression through new ways of working in West Dunbartonshire Council.

We will evaluate and report on our progress to Council every 6 months and update our customers annually via the Council's performance report.

This plan is intended for a wide range of audiences – Elected Members, service managers and employees, our Community Planning Partners, our customers and citizens, voluntary and community groups as well as businesses.

I would like to formally recognise the ongoing commitment and contribution of the individuals and teams in Corporate Services and thank them for their ongoing support.

Joyce White

Joyce White,
Executive Director of Corporate Services   Date: April 2010

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1.0   DEPARTMENTAL PROFILE

Our vision is to provide best value, delivering effective and efficient services. In delivering this we will adopt specific departmental values which describe the way in which we will work. These include:

- Professionalism, we are professional in our approach and all we do in the Council
- Integrity, we are reliable and honest with each other
- Trust, we trust each other and our team members
- Honesty and openness, we are open and understand the importance of being honest
- Respect, we respect each other and show respect in all we do

The Corporate Services Department comprises of three distinct services each providing a range of internal and external facing services.

Finance & ICT (F&ICT)

Finance & ICT comprises a number of front line and support services, linked by the common theme of providing high quality best value services to the Council and its population. This theme underlies the Service's front line functions and includes the Contact Centre, Creditors, Council Tax, Benefits Administration, Council House Rents, Business Rates, Cash Collection and Sundry Debtor accounts. It provides support and advice to the Council through Exchequer Services, Accounting and Budgeting, Treasury Services, Procurement, Network and Desktop Services, IT Operations and Payroll.

Human Resources and Organisational Development (HR & OD)

HR & OD seeks to ensure that the Council has the workforce capacity to deliver key organisational objectives while ensuring that employees are treated as a key resource within a framework of modern employment practice. The service consists of Attendance and Wellbeing, HR Policy, Organisational Development and the Pay Modernisation team. We aim to attract and retain employees through a framework which encourages our employees to engage fully with the organisation and deliver their best performance. Set against a background of modern employee relations, HR and pay practice, we aim to provide our employees with rewarding careers which provide opportunity for individual growth and organisational success.

Legal, Administrative and Regulatory Services (LARS)

LARS comprises a number of front line and support services, linked by the common theme of protecting the Council, its population and environment. This theme underlies the Service's regulatory functions such as Environmental Health, Trading Standards, Registration and Licensing. It also underlies the support and protection provided to the Council, its members and services through Committee Administration, Members' Support and Legal Services. The service thus forms a key part of the Councils Corporate Governance Arrangements.

During 2009/10, the department's services & contribution to organisational business included:

- Implementation of the Single Status agreement and revised terms and conditions
- Improved governance frameworks and systems through revisions to Standing Orders
- Development of a robust financial management framework
- Focus on customer centric services, improving service and automated processes through better use of technology
- Establishing a contact centre which is a launch pad for a 'one stop shop' for the customer
- Service re-certification of business and quality standards including IiP and Customer Service Excellence

2.0   PERFORMANCE REVIEW

In accordance with the new performance management framework introduced in April 2009 (Appendix 4), a year end progress report for Corporate Services departmental plan for 2009/13 was submitted to Corporate & Efficient Governance Committee on 26th May 2010. This report is available here X:\Corporate Services\Management Information\ARCHIVED Department reports from 2009 - 2010\COMPLETED Year End Report 09 10 - CS Department Plan\6 Corporate Services Annual Peformance Report 09 - 13.doc or through the SEEMIS system.

PERFORMANCE REVIEW OF THE 2009/10 CS DEPARTMENT PLAN

In 2009/10, the Corporate Services Department had responsibility for reporting on 17 of the 54 Statutory Performance Indicators which the Council had to report to Audit Scotland. Nine (53%) of these PIs met or exceeded the targets set for them while the remaining eight (47%) just missed their targets. However, what is perhaps more significant is that 15 (88%) of these PIs showed a marked improvement in performance (in some cases, substantial) from the previous year's performance; one (6%) maintained its optimum performance level at 100%; and only one (6%) showed a slight decline in performance.

The Corporate Services Action Plan for 2009/10 set out 77 actions to help deliver the corporate and departmental objectives and 58 (75%) of these actions were completed within their timescale deadlines. Most of the remaining 19 (25%) have been carried forward to this 2010/11 plan and a few have been closed off. Those carried forward will continue to be monitored and reported in accordance with the Performance Management Framework.

DEPARTMENTAL ACHIEVEMENTS

The Corporate Services Department accomplished a considerable number of key achievements in 2009/10, the most notable of which were:

- Corporate Services Department achieved Bronze Investor in People Status in March 2010
- Financial Strategy - preparation, reporting & approval of financial strategy – longer term financial plan covering capital, revenue, balances for both HRA and general services. There was positive recognition of the progress in this area in the Best Value Review – Follow up.
- VAT - one-off VAT re-imbursement claim (due to a positive conclusion from a recent court case against HMRC) which will guarantee the Council a refund of VAT (covering from present back to 1976) between £180k and £1m
- The implementation of a New Workforce Management System and the migration of data from Rembrandt system.
- Significant progress on Pay Modernisation and the establishment of the Appeals process.
- Development of customer centric services, improving service and automated processes through better use of technology including developing the contact centre which is a launch pad for a 'one stop shop' for the customer – focusing on Customer First
- Development of numerous policies and procedures to minimise risk to the Council.
- Launch and development of various Leadership and Management Development programmes to improve capacity in the Council.
- Successful handling of a European Election and development of processes and performance standards for the UK Elections.
- Implementation of the new liquor licensing systems.

PERFORMANCE STRENGTHS

This report highlights a number of strengths:
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- • Implementation of single status and revised terms and conditions
- • Developing financial plans, short, medium and long term
- • Driving the development of workforce and employee development plans
- • Through professionalism ensuring the Council meets its regulatory, statutory and legislative requirements
- • Highly professional and committed teams
- • Significant depth of corporate knowledge on all Council services and operations, aligned with strong political awareness, places Corporate Services in an ideal position to assist the Councils improvement process.

PERFORMANCE ISSUES

This report also highlights a number of performance issues: -

- • Financial stability – lack of certainty of financial distribution for WDC
- • Limited strategic leadership
- • Complexity of information systems
- • Lack of workforce information

The review of the Corporate Services Department Plan, set out in detail at (add hyperlink) and summarised above, will inform the work of the Department over the next year and beyond, influencing our departmental priorities and objectives and our action plan for 2010/11. Section 5 looks at this in more detail.

3.0	STRATEGIC ASSESSMENT

The Corporate Services Management team completed a detailed strategic assessment to understand the major influences on our service delivery and departmental operations. As a result the following factors were recognised as continuing to have an influence on our focus for 2010/11:

- **Continuous and Self Improvement Plans –** Best Value Improvement Plan, Public Service Improvement Framework and Assurance and Improvement Plan
  - o The Corporate Services Team continues to play an important role in delivering Best Value in the Council. As a result of the BV Review the Council has re-prioritised its objectives and has a focus on key areas :
    - Strategic Leadership – the importance of focussing on the eight key areas identified is at the front of our minds and plays a key part of developing the Council. Our teams will be involved in many of these eight with key focus on :
      - Financial Planning
      - Asset Management
      - Schools Estates
    - Community Engagement – our Directorate has many opportunities to interface with our customers and community. It is important that we listen the regular feedback and continue to improve the way we engage.
    - Culture – this area will be lead by Corporate Services through Human Resources and Organisational Development. Our employee survey provided very relevant information the view of how culture is – "as is" in West Dunbartonshire Council. We must now move the organisation to where we all want "to be".

- **Benchmarking and Competitiveness**
  - o Corporate Services has identified 5 areas which will be competitively tested over the next year. These are :
    - Recruitment
    - Contact Centre
    - Printing Services
    - Procurement
    - Legal Services

- **Workforce Development**
  - o People are the most important factor in ensuring organisational success. The Council has placed significant emphasis on improving the organisational culture and ensuring we have a diverse and engaged workforce with the right leadership and skills to deliver efficient and effective services. The focus of our workforce and human resources strategies is to ensure we have the right people, with the rights skills, in the right place to support delivery of the Single Outcome Agreement and our overarching Corporate Plan. In order to achieve these aims our key focus will be on developing people, systems and processes that ensure we have the skills, capability and capacity to deliver best value and service transformation within a framework of excellence in employment practice.

- **Economic Climate**
    - o The Council's budget for 2010/11 reflects the impact of the economic downturn in several budget lines such as commercial rental, planning development income, housing benefit caseload and the generation of capital receipts. This impact is considered within the corporate financial strategy document. It is therefore essential that we provide value for the money invested in the services. There is a need to further improve on service delivery and this will be an important part of the change programmes as we move forward.

- **Future Government Funding**

    - o The allocation of funding to invest in local authority delivered services is a key issue going forward. The level of funding reductions is currently unknown however there are indications that Councils may face reductions of between 12% and 20% over the next few years. Given the proportion of employment costs invested in Council Services these forecast reductions will have potentially significant impacts on how we deliver our core services. It will be imperative to do more with less, and focus on continuous improvement and process re-engineering to provide services with less finances.

Together with the outcome of our performance review for 2009/10 set out in Section 2, the issues identified through the strategic assessment will inform the work of the Department over the period of this plan, influencing our service priorities and objectives and our planned actions for 20010/11 and beyond. Section 5 looks at this in more detail.

4.0   CORPORATE PLANNING CONTEXT

INTRODUCTION

The Council has developed a new Corporate Plan for 2010/14, closely aligned with the Community Plan 2007/17 and the Single Outcome Agreement of June 2009.

The Community Plan 2007/17 will ensure that by 2017 measures will be in place to create a sustainable environment with good quality, affordable housing, access to lifelong learning opportunities, safer communities, reduced health inequalities and improved employment and training prospects. The Community Plan can be viewed at:
http://www.wdcweb.info/community-and-living/community-planning

The Single Outcome Agreement 2009/11. This agreement is between the West Dunbartonshire Community Planning Partnership (CPP) and the Scottish Government. The Single Outcome Agreement identifies areas for improvement and sets out how the Community Planning Partners and the Scottish Government will deliver better outcomes for the people of West Dunbartonshire and Scotland. The Single Outcome Agreement can be viewed at:
http://www.wdcweb.info/council-and-democracy/about-your-council/single-outcome-agreement

The Corporate Plan 2010/2014 sets out the commitments of the Council, the opportunities and challenges it faces, and reflects the needs and aspirations of the community. The Plan also reflects the Council's commitments in the two other plans that are shared with partners in West Dunbartonshire; The Community Plan 2007/17 and the Single Outcome Agreement. The Corporate plan can be viewed at:
http://www.wdcweb.info/council-and-democracy/about-your-council/corporate-plan

The values, vision, themes, priorities, and objectives, set out in detail in the Corporate Plan 20010/14 and summarised below, provide the context for departmental planning over the next four years.

The Council's values underpin the way we work and guide everything we do. They are:

- putting customers first;
- communication and consultation;
- valuing our employees;
- openness and accountability;
- sustainability;
- continuous improvement;
- partnership working;
- equal opportunities.

CORPORATE VISION

The Council's vision for West Dunbartonshire is shaped by partnership:

*We will improve prosperity and inclusion for all citizens, deliver better and more efficient services, and **improve West Dunbartonshire as a place to live, work and visit.***

CORPORATE THEMES and PRIORITIES 2010/14

Following from this vision, the Council has identified six themes and related priorities:

- Theme 1   Regeneration and the local economy
    - promote physical area regeneration
    - grow the local economy
    - regenerate the schools estate
    - improve housing quality
    - deliver co-ordinated, sustainable planning
    - better employment opportunities
    - reduce population decline

- Theme 2   Health and well being
    - target support to vulnerable groups
    - reduce inequalities and poverty
    - increase life expectancy – especially in the most deprived areas

- Theme 3   Safe and strong communities
    - improve estate management of Council housing
    - improve community safety
    - improve community spirit

- Theme 4   Sustainable environments
    - improve environmental quality and sustainability
    - improve sustainability of the transportation network

- Theme 5   Education and lifelong learning
    - Raise school attainment and achievement
    - provide learning for life

- Theme 6   An improving Council
    - improve strategic leadership
    - improve community engagement
    - improve governance, resource management and financial planning
    - promote continuous improvement and competitiveness
    - promote equal opportunities
    - improve the perception of West Dunbartonshire
    - improve organisational culture

These themes and priorities have been informed by a range of factors including the new Community Plan for 2007/17, the Single Outcome Agreement of June 2009, the commitments of the administration, the opportunities and challenges that we face over the period of this plan, and the needs and aspirations of our community.

For each priority, specific and measurable objectives have been identified and performance indicators with targets have been established to enable effective progress monitoring, performance management, and reported to all stakeholders.

Full details of the Corporate Plan 2010/14 are available here:

http://www.wdcweb.info/council-and-democracy/about-your-council/corporate-plan

DELIVERING THE 2010/14 CORPORATE PRIORITIES AND OBJECTIVES

The Department's actions are focussed on delivering the corporate priorities and objectives from all six themes. Many of the priorities and objectives under these themes are part of the Best Value Improvement Plan 2 developed as a response to Audit Scotland's Best Value and Community Planning Audits carried out in 2009.

Section 7 sets out the Department's contribution to meeting the corporate priorities and objectives in more detail in the form of a detailed action plan for 2010/11.

5.0   KEY DEPARTMENTAL OBJECTIVES

The primary focus of the Department is to contribute to delivering the corporate priorities and objectives referred to in Section 4. In addition, our performance review and strategic assessment, set out in Sections 2 and 3 of this Plan have highlighted a number of departmental issues to be addressed in the coming year. These issues have been translated into objectives and appropriate performance indicators and targets have been developed to monitor progress towards them. The key departmental objectives for 2010/14 are:

- **Governance and Regulation**:
    - o Establish robust financial systems and management processes to meet external scrutiny requirements and the Corporate Plan.
    - o Ensure services are delivered with the agreed budget allocated to Corporate Services for 2010/11.
    - o Establish sound internal and external review mechanism to ensure robust governance and stewardship.
    - o Review and contribute to improvements in WDC's corporate governance and provision of efficient committee administration

- **Service Transformation:**
    - o Realign and modernise the provision of services to remove duplication and streamline processes to improve methods of delivery.
    - o Review the support services and Shared Services opportunities within the Clyde Valley following the Sir John Arbuthnott recommendations.
    - o Demonstrate the competitiveness of five corporate services' activities.
    - o Legal support for major infrastructure projects and service delivery changes.
    - o Restructure Workforce Management Services (HR, OD and Payroll) across the Council to ensure delivery of excellent workforce support and services and improve efficiency through modernising and streamlining practice and ensuring people, processes and technology are fully aligned to support service improvements.
    - o Review the impact of Housing Stock Transfer on support services.

- **People**:
    - o Improve the culture, employee satisfaction, communication and workforce planning in Corporate Services.
    - o Develop a framework which facilitates organisational culture change underpinning Best Value and promoting continuous improvement by setting out a prioritised programme of work to support wide-scale organisational change in behaviour.
    - o Support improved health and wellbeing in the Council Workforce.
    - o Ensure absence management policies, procedures and practices are embedded throughout the department supported by good management practice.

- **Leadership**:
    - o Develop leadership capacity and influence through facilitating organisational change, leading financial advice and control, and development of organisational policies.

- **Systems and Processes**:
    - o Drive the change agenda for support services to deliver improvements in service delivery and efficiencies.

- o   Develop workforce planning processes and strategies which focus on building the skills and capacity needed for organisational success and support transformational change..

- **Environment**:
    - o   Prioritise works and secure budget for the repair and maintenance of Council buildings, particularly Clydebank Town Hall and Municipal Buildings.
    - o   Protect human health and the environment from harm from disease, pollution and nuisances – includes finalisation and formal approval of joint health protection plan for GGC

Section 7 sets out the full list of actions to deliver the above objectives. These actions show the performance indicators and targets to measure progress towards them.

6.0   RISKS

STRATEGIC RISKS

The department has considered the strategic risks for the council as a whole and identified those strategic risks that the Department can help reduce.

- SR001 Lack of health & safety resources
- SR006 Failure to implement single status & job evaluation
- SR008 Failing to recruit essential staff
- SR009 Failure to maintain sound finances
- SR011 Failure of Capital Receipts
- SR015 Failure to plan for pandemics
- SR017 Work or Service related death

Mitigating actions have been included in the Department's action plan for 2010/11 set out in Section 7.

DEPARTMENTAL RISKS

Risk Management is being embedded across the department and a Corporate Services risk register has been produced, with operational registers established within each service. As part of our approach to risk management Corporate Services reports regularly to the Corporate Management Team and the Audit and Performance Review Committee on all departmental risks.

- Failure to provide financial stewardship
- Failure to meet our long term financial plans
- Failure to modernise systems and technologies
- Failure to ensure people are managed and developed appropriately through good management practice
- Failure to deliver appropriate levels of customer satisfaction

Mitigating actions have been included in the department's action plan for 2010/11 set out in Section 7.

7.0   2010/2011 ACTION PLAN WITH INDICATORS AND TARGETS

Corporate Services Department has set out in detail the 2010/11 action plan to help deliver the corporate objectives (Appendix 2). It also sets out the full list of departmental objectives, the performance indicators that we will use to measure progress towards them, and our 2010/11 action plan to deliver them. Performance indicators have targets for each of the four years covered by the Plan, together with comparative performance data where available, and the senior officer responsible for managing the indicator.

The Corporate Services Directorate will use the Public Sector Improvement Framework (PSIF) to develop an improvement plan.

Objective	Actions to deliver department objectives
Governance and regulation	▪ Develop an effective measurement systems for measuring delivery of financial target i.e. management adjustments and savings options.
	▪ Ensure external audit and external regulatory assessors requirements are met.
Service Transformation	• Consult all employees on the Service Plan.
	• Identify core processes for Corporate Services.
	• Review service delivery models to reduce operational costs.
	• Improve stakeholder relations and further improve industrial relations
People	• Develop a Learning & Development Strategy for the Department.
	• Align Corporate Services Departmental Service Plan objectives to people development and link to PDP's.
	• Ensure all Corporate Service employees have undergone a PDP appraisal by end October 2010.
	• Further improve engagement and relationships with elected members.
Leadership	▪ Participate in the Leadership and Management Development Programmes to improve capacity and capability.

- Review structures and realign to improve future service delivery and reduce cost base.

Systems and processes

- Develop PSIF action Plan for Corporate Services

- Develop Customer Service Standards and measures for all core areas of Corporate Services business.

- Develop performance indicators to measure customer satisfaction and regularly review.

- Develop a list of the top 12 performance indicators that assess the overall performance of the Department.

- Competitively test key services.

Environment

- Identify performance indicators to measure impact on the community.

8.0 RESOURCES

Budget

The 2010/11 action plan to deliver the corporate and departmental objectives is set out at Appendix 2a. The resource implications of this action plan have been considered as part of the departmental planning process.

Delivery of the broad portfolio of services within Corporate Services requires significant investment by the Council.

The gross departmental budgets of 2010/11 are as follows:

- Corporate Services Revenue Budget   -£54 million
- Miscellaneous Services   -£13 million

This gross budget is substantially offset by income received of £42 million (primarily housing benefit grant) in the general fund and £4m in miscellaneous services. The net General Services budget of £11.389 million for 2010/11 amounts to 4.5% of the total net General Services budget of £249 million.

Partnerships

The department provides a wide and diverse range of services, some of which are delivered through partnership arrangements. Examples of these partners and partnerships are listed below.

- Scottish Water
- Strathclyde Pension Fund
- Scotland Excel
- Other Local Authorities
- Clyde Valley Consortium
- Dunbartonshire & Argyll & Bute Valuation Joint Board
- SERCO
- British Computer Society
- Skills Development Scotland

- Community Planning Partnership
- Community Volunteer Service
- Clyde Valley Community Planning
- Partnership
- Clydebank Municipal Bank
- North Strathclyde criminal Justice partnership
- My Job Scotland Recruitment
- Investor in People Scotland
-

These partners and our relationships with them are key to delivery of effective services to the people of West Dunbartonshire.

EMPLOYEES

The department has a staff of 447 full time equivalents comprising of:

- ▪ Finance & ICT - 270
- ▪ Human Resource & Organisational Development - 33
- ▪ Legal, Administrative and Regulatory Services - 142
- ▪ and 2 Directorate.

A high level structure chart for the Department is set out at Appendix 1.

WORKFORCE PLANNING

The Department has produced its first Workforce Plan covering the period 2010 – 2014. The Plan concentrates on the 2010 – 2011 planning year and builds on this for 2011 – 2014 through a process of scenario planning. Notwithstanding the current financial position and the need to critically examine our structures to ensure they are 'fit for purpose', there are some key resource challenges facing the Department over the short and medium term planning periods eg the implications of the development of a new model for delivering HR Services and the implementation of the new HR and Payroll system and the integration of the Licensing Services within Administration and Regulatory Services and development of the "Better Regulation" agenda.

LEARNING & DEVELOPMENT

The Corporate Services department is fully committed to supporting the personal development of staff to achieve their full potential in terms of skill and performance, and recognises that where an organisation helps people to develop as people, there will be greater alignment between work and people.

The department and wider Council are experiencing a number of challenges and opportunities within its current change and improvement journey; the complexity of work is increasing, competitive pressures exist, timescales are becoming shorter, and service delivery expectations are higher. This presents an ideal time to harness the priorities for our people and service development and align this with our business needs.

The Council is keen to support staff and has created a number of opportunities for personal development. One of these opportunities is a management development programme, which is delivered in partnership with Clydebank college and certified by the Institute of Leadership and Management (ILM). The number of staff within the department whom have taken part in this management programme to date is:-

Institute of leadership and Management (ILM)	2009 (pilot)	2009/10
Level 2 Certificate in Team Leading	2	2
Level 3 Certificate in First Line Management	3	4
Level 5 Certificate in Management	3	7

Corporate Services has also delivered accredited in-house training for the introductory certificate in team leading.

Charted Management Institute (CMI)	January 2010 (pilot) delivered in-house	2010 programme delivery
Level 2 – Introductory certificate in team leading.	1	4

An assessment of the challenges and performance priorities for Corporate Services highlights the following critical areas in delivering our business objectives and service delivery targets:

- Developing effective leadership and management behaviours and practice
- Managing transformational centralisation and organisational change
- Developing our strategic planning framework
- Robust programme, project management and process improvement
- Introducing staff to their role effectively and providing a personal continuous development route and plan

To meet these challenges Corporate Services has 12 participants in the progressive leadership programme. This programme has been developed to provide opportunity and support for senior managers to work together to enhance their capacity and capability so they can deliver distinctive and connected services, and address new, day-to-day leadership challenges.   It is a two year programme that will raise awareness and develop leaders through a people centric leadership model, which is used to define desirable leadership behaviours and characteristics.

PERFORMANCE MANAGEMENT FRAMEWORK

A new performance management framework was agreed by the corporate management team (CMT) and subsequently by the Audit & Performance Review Committee on 14th January 2009. It sets out how departmental plans will be monitored, managed and reported to stakeholders and replaces the current performance management framework based on quarterly performance review meetings.

The progress of this Plan will be monitored, managed, and reported in accordance with the new framework. In summary, it sets out how departmental plans will be considered at directorate management team, CMT, and elected member levels, providing opportunities to scrutinise performance and pro actively manage this through positive and effective action where necessary.

Full details of the new performance management framework as it relates to departmental plans, are set out at Appendix 4.

In addition, a range of other performance management processes and structures currently operate within the Department:

- Corporate Services Management (CSMT) meeting to discuss performance of the Corporate Services Directorate
- CSMT and service managers have dedicated monthly performance meetings.
- Corporate Service plans are devised from the Corporate Plan and are further developed as part of the Corporate Service Management Team focus events held twice a year.
- The Operational Service plans underlying the Department Plan are developed by individual service management teams.
- The Head of Service and service managers hold management team meetings every two weeks.
- Core brief session are held in accordance with the Corporate Communication strategy on a monthly basis. Departmental and local service updates on service performance, achievements and challenges are included.
- Section meetings are held to cascade information and gain feedback
- Service Plan Communications events are held to gain input and feedback from staff.
- Formal team meetings are conducted on a regular basis.

Performance and Development Planning

PDP will be integrated through Corporate Services with each member of staff having individual targets, which are clearly linked to service, department and corporate plans.

PUBLIC PERFORMANCE REPORTING

Reporting performance to external stakeholders was carried through the publication of the publication performance report 2008- 2009. A full more detailed report setting out progress against the full set of performance indicators in the 2008/12 Corporate Plan and Statutory Performance Indicators is available on the Council Website.

http://www.wdcweb.info/council-and-democracy/about-your-council/corporate-plan

http://www.wdcweb.info/council-and-democracy/about-your-council/stat-perf-indicators

APPENDIX 1: DEPARTMENTAL STRUCTURE CHART

Joyce White
Executive Director of Corporate Services

David Connell
Head of Finance And ICT

Andrew Fraser
Head of Legal, Admin and Regulatory Services

Tricia O'Neill
Head of HR and OD

Gillian McNeilly
Manager of Accounting & Budgeting

Vincent Gardner
Manager of The Exchequer

Patricia Marshall
Manager of ICT

Anne Laird
Manager of Administration

Alan Douglas
Manager of Legal

Graham Pollock
Manager of Regulatory Services

Angela Terry
Manager of Organisational Development

Francine Ewen
HR Manager

Paul McGowan
HR Business Partner & HR Projects

Geraldine Lyden
Elaine Foulkes
Anne-Marie Cosh
HR Business Partners

Governance Arrangements

Finance & ICT reports on a wide range of issues within it remit to - Corporate and Efficient Governance Committee and Audit and Performance Review Committee.

HR & OD reports on a wide range of issues within its remit to a number of committees, primarily Corporate and Efficient Governance committee, Audit and Performance Committee, Joint consultative Forum and the Equality and Diversity Working Group.

LARS reports on a wide range of issues to the Corporate and Efficient Governance Committee, Audit and Performance Review Committee and the Equality and Diversity Working Group.

Corporate Services Department Plan Appendix 2a PIs

Generated on: 23 July 2010

Theme 2 Health & well being (CP10-14)
Priority Increase life expectancy - especially in the most deprived areas (CP10-14)
Objective Improve the health and safety of Council employees (CP10-14)

Performance Indicator	2009/10		2010/11	2011/12	2012/13	2013/14	Assigned To
	Value	Target	Target	Target	Target	Target	
CS/HR/003 Average number of FTE days lost per FTE employee classified as stress & mental health	3.7	3.3	3.2	3.1	3	2.9	Francine Ewen

Theme 4 Sustainable environments (CP10-14)
Priority Improve environmental quality & sustainability (CP10-14)
Objective Improve the state of West Dunbartonshire's environment (CP10-14)

Performance Indicator	2009/10		2010/11	2011/12	2012/13	2013/14	Assigned To
	Value	Target	Target	Target	Target	Target	
CS/EH/997 Air Quality: % of monitoring stations complying with the national objective of 40ug/m3 NO2	91.4%	100%	100%	100%	100%	100%	John Stevenson
CS/EH/996 Air quality: PM10 Concentration	17.4	40	18	18	18	18	John Stevenson

Theme 6 An improving Council (CP10-14)
Priority Improve community engagement (CP10-14)
Objective Improve the effectiveness of community consultation and engagement activity (CP10-14)

Performance Indicator	2009/10		2010/11	2011/12	2012/13	2013/14	Assigned To
	Value	Target	Target	Target	Target	Target	
CS/LA/071 Percentage of Community Councils functioning as a proportion of the total possible number	59%	59%	59%	59%	59%	59%	Anne Laird

Theme 6 An improving Council (CP10-14)
Priority Improve governance, resource management and financial planning (CP10-14)
Objective Improve accountability to all stakeholders (CP10-14)

Performance Indicator	2009/10		2010/11	2011/12	2012/13	2013/14	Assigned To
	Value	Target	Target	Target	Target	Target	
CS/FICT/SPI1/004 Revenue budget net of contingency fund compared to actual outturn at year end for General Services.	99.43%	100%	100%	100%	100%	100%	Gillian McNeilly
CS/FICT/SPI1/005 Revenue budget net of contingency fund compared to actual outturn at year end for HRA.	96.3%	100%	100%	100%	100%	100%	Gillian McNeilly

Theme 6 An improving Council (CP10-14)

Priority Improve governance, resource management and financial planning (CP10-14)
Objective Improve corporate approach to workforce planning (CP10-14)

Performance Indicator	2009/10		2010/11	2011/12	2012/13	2013/14	Assigned To
	Value	Target	Target	Target	Target	Target	
CS/HR/002 Has Audit Scotland's perception of the quality of the Council's corporate approach to workforce planning improved? Yes/No	No	Yes	Yes	Yes	Yes	Yes	Francine Ewen

Theme 6 An improving Council (CP10-14)
Priority Improve governance, resource management and financial planning (CP10-14)
Objective Improve employee attendance (CP10-14)

Performance Indicator	2009/10		2010/11	2011/12	2012/13	2013/14	Assigned To
	Value	Target	Target	Target	Target	Target	
SCM1civ CM1aiii: Average number of working days lost per employee through sickness absence for teachers	7.41	6.5	6	5.5	5	5	Francine Ewen
SCM1aiv: CM1biii: Average number of working days lost per employee through sickness absence for all other local government employees	13.26	13	12.5	12	11.5	11	Francine Ewen

Theme 6 An improving Council (CP10-14)
Priority Improve governance, resource management and financial planning (CP10-14)
Objective Improve medium to long term financial planning (CP10-14)

Performance Indicator	2009/10		2010/11	2011/12	2012/13	2013/14	Assigned To
	Value	Target	Target	Target	Target	Target	
CS/FI/001 Has Audit Scotland's perception of the quality of the Council's medium to long term financial planning process improved? Yes/No	Yes	Yes	Yes	Yes	Yes	Yes	Gillian McNeilly
CS/FICT/SPI1/001 The proportion of outstanding sundry debt that is more than 90 days old from date of invoice.	50%	50%	50%	47.5%	45%	43%	Vincent Gardiner
CS/FICT/SPI1/002 The amount of free reserves - HRA.	2.592	1.459	1.409	1.409	1.409	1.409	Gillian McNeilly
CS/FICT/SPI1/003 The amount of free reserves - General Services.	3.375	2.68	2.93	3.33	3.73	4.13	Gillian McNeilly

Theme 6 An improving Council (CP10-14)
Priority Improve organisational culture (CP10-14)
Objective Improve consultation and communication with employees (CP10-14)

Performance Indicator	2009/10		2010/11	2011/12	2012/13	2013/14	Assigned To
	Value	Target	Target	Target	Target	Target	
CS/HROD/SPI1/001 Percentage of staff who have an annual PDP in place.	new PI for 2010/11		60%	75%	80%	80%	Angela Terry

Theme 6 An improving Council (CP10-14)
Priority Improve organisational culture (CP10-14)
Objective Improve morale and employee perceptions of feeling valued (CP10-14)

| Performance Indicator | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | Assigned To |
	Value	Target	Target	Target	Target	Target	
CS/OD/003 Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	43%	39%	46%	56%	66%	70%	Angela Terry
CS/OD/004 Percentage of Council employees who agree or strongly agree that morale is good	25%	24%	31%	41%	56%	65%	Angela Terry

Theme 6 An improving Council (CP10-14)
Priority Improve organisational culture (CP10-14)
Objective Promote fair and transparent employment practices (CP10-14)

| Performance Indicator | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | Assigned To |
	Value	Target	Target	Target	Target	Target	
CS/HR/005 Percentage of employee survey respondents that indicated direct experience of verbal bullying	23%	15%	15%	9%	9%	8%	Francine Ewen
CS/HR/006 Percentage of employee survey respondents indicating direct experience of non-verbal bullying	N/A	15%	15%	9%	6%	6%	Francine Ewen
CS/HR/007 Percentage of employee survey respondents reporting some form of discrimination in the period since the last employee survey	N/A	6%	6%	2%	1%	1%	Francine Ewen

Theme 6 An improving Council (CP10-14)
Priority Improve strategic leadership (CP10-14)
Objective Improve leadership and management skills of elected members, the corporate management team, middle management and supervisory staff (CP10-14)

| Performance Indicator | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | Assigned To |
	Value	Target	Target	Target	Target	Target	
CS/HR/004 Has Audit Scotland's perception of leadership quality improved? Yes/No	No	Yes	Yes	Yes	Yes	Yes	Angela Terry
CS/HR/001 Percentage of Council employees who agree or strongly agree that there is strong leadership	22%	23%	30%	40%	55%	60%	Angela Terry

Theme 6 An improving Council (CP10-14)
Priority Promote continuous improvement and competitiveness (CP10-14)
Objective Improve our responsiveness to customers (Customer First) (CP10-14)

| Performance Indicator | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | Assigned To |
	Value	Target	Target	Target	Target	Target	
CS/ICT/001 Percentage of Citizens Panel respondents who are satisfied or very satisfied with the time the Council takes to answer the switchboard telephone	78%	90%	90%	91%	92%	93%	Stephen Daly
CS/ICT/004 Percentage of Type 4 (full transaction e.g. book and pay for service online) interactions identified as appropriate	31%	35%	35%	40%	45%	50%	Dorothy Farquhar

Performance Indicator							
for electronic service delivery that are delivered electronically							
CS/ICT/005 Percentage of Type 3 (2-way interaction between citizen and Council) interactions identified as appropriate for electronic delivery that are delivered electronically	70%	70%	72%	73%	75%	78%	Dorothy Farquhar
CS/ICT/003 Percentage of users of the Council's contact centre who are satisfied or very satisfied with the services delivered by the contact centre	86.36%	75%	90%	91%	92%	93%	Stephen Daly

Theme 6 An improving Council (CP10-14)
Priority Promote continuous improvement and competitiveness (CP10-14)
Objective Improve service efficiency and competitiveness (CP10-14)

Performance Indicator	2009/10		2010/11	2011/12	2012/13	2013/14	Assigned To
	Value	Target	Target	Target	Target	Target	
SCM5 CM5a: Cost of collecting Council Tax per dwelling	£16.82	£15.00	£15.00	£15.00	£15.00	£15.00	Marion Smith
SHS4bi HS5biii: Percentage of current tenants owing more than 13 weeks rent at the year end, excluding those owing less than £250	4.2%	4%	4%	3.75%	3.5%		Marion Smith
SH4ci HS5ciib: The proportion of those tenants giving up their tenancy during the year that were in rent arrears.	52.9%	50%	50%	48%	46%		Marion Smith
SH4di HS5div: The average debt owed by tenants leaving in arrears as a proportion of the average weekly rent - (expressed in weeks)	9.06	11	8.5	8	7.5		Marion Smith
SBA1e: BA1f: Gross administration cost per housing benefit case	£36.81	£36.50	£36.00	£35.50	£35.00	£34.50	Marion Smith
SCM6b CM6bi: Percentage of income due from Council Tax for the year, net of reliefs and rebates that was received during the year. The basis of the calculation for this PI was revised in 2009/10	94.1%	93%	94.25%	94.5%	94.75%	95%	Marion Smith
SHS4ai HS5aiii: Current tenant arrears as a percentage of the net amount of rent due in the year	9.6%	9%	8.75%	7.9%	7%	7%	Marion Smith
SH4ei HS5eiib: The percentage of arrears owed by former tenants that was either written off or collected during the year.	34%	20%	22.5%	24.5%	25.5%		Marion Smith
CS/FICT/SPI1/007 Total cost of the procurement function as a percentage of total organisational expenditure	New Performance Indicator – targets being developed						Alison Wood
CS/FICT/SPI1/006 Annual spend with collaborative contracted suppliers as a percentage of core spend.	New Performance Indicator – targets being developed						Alison Wood

Theme 6 An improving Council (CP10-14)
Priority Promote continuous improvement and competitiveness (CP10-14)
Objective Improve service performance and quality (CP10-14)

Performance Indicator	2009/10		2010/11	2011/12	2012/13	2013/14	Assigned To
	Value	Target	Target	Target	Target	Target	
SCM7b CM7c: Number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid	84.6%	85%	85%	86%	86%	86%	Gillian McNeilly
SPS4a PS4aiii: Percentage of trading standards consumer complaints that were dealt with within 14 days of receipt	68.9%	70%	72%	74%	76%	76%	David McCulloch
SPS4b PS4biii: Percentage of trading standards business advice requests that were dealt with within 14 days	100%	97%	97%	97%	97%	97%	David McCulloch
SPS6bi PS2bi: Domestic Noise Complaints - the average time (in hours) between the time of the complaint and attendance on site for those requiring attendance	0.37	2	2	2	2	2	John Stevenson
SPS6bii PS2bii: Domestic Noise Complaints - the average time (in hours) between the time of the complaint and attendance on site (for those complaints dealt with under part V of the Antisocial Behaviour etc (Scotland) Act, 2004)	0.38	2	2	2	2	2	John Stevenson

Theme 6 An improving Council (CP10-14)
Priority Promote equal opportunities (CP10-14)
Objective Provide and promote equal opportunities within the Council (CP10-14)

Performance Indicator	2009/10		2010/11	2011/12	2012/13	2013/14	Assigned To
	Value	Target	Target	Target	Target	Target	
SCM3bii CM3g: Percentage of the highest paid 5% of earners among council employees that are women	47.3%	50%	50%	50%	50%	50%	Francine Ewen
CS/OD/005 Percentage of Council employees who think the Council has a good or very good level of commitment to promoting equality and diversity	58%	60%	67%	75%	80%	80%	Angela Terry
SCM3aii CM3d: Percentage of the highest paid 2% of earners among council employees that are women	40.9%	40%	40%	40%	40%	40%	Francine Ewen
CS/HR/008 Number of employees who have accessed specific equality and diversity learning and development opportunities annually	300	250	300	350	400	400	Francine Ewen

Corporate Services Department Plan
Appendix 2b Actions

Generated on: 23 July 2010

Theme 1 Regeneration & the local economy (CP10-14)
Priority Grow the local economy (CP10-14)
Objective Attract and support the development of new and emerging businesses and support the sustainability and growth of existing businesses (CP10-14)

Action	Assigned To	Start Date	Due Date
Implement the Scottish Food Hygiene Information Scheme within local food businesses to enable consumers to make an informed choice of where they choose to eat locally.	John Stevenson	01 Apr 2010	01 Oct 2010
Review and obtain approval of the the food service plan for 2010/2011.	John Stevenson	01 Apr 2010	31 Oct 2010
Review and obtain approval of the health and safety enforcement service plan for 2010/2011.	John Stevenson	01 Apr 2010	31 Oct 2010
Provide information, advice and assistance to consumers about consumer protection matters.	David McCulloch	09 Apr 2010	31 Mar 2011
Provide information, advice and assistance to businesses about consumer protection matters.	David McCulloch	09 Apr 2010	31 Mar 2011
Inspect business premises to ensure compliance with consumer protection law.	David McCulloch	01 Apr 2010	31 Mar 2011
Enforce food safety and standards during 600 programmed inspections of local food businesses.	John Stevenson	01 Apr 2010	31 Mar 2011

Theme 2 Health & well being (CP10-14)
Priority Increase life expectancy - especially in the most deprived areas (CP10-14)
Objective Improve the health and safety of Council employees (CP10-14)

Action	Assigned To	Start Date	Due Date
Introduce a programme of interventions aimed at improving employee health and wellbeing.	Linda McAlister		31 Mar 2011
Finalise and formally approve Joint Health Protection plan for GGC NHS Board and WDC.	John Stevenson	01 Apr 2010	31 Mar 2011
Review the list of Public Health etc (Scotland) Act competent persons.	John Stevenson	01 Apr 2010	31 Mar 2011

Theme 2 Health & well being (CP10-14)
Priority Increase life expectancy - especially in the most deprived areas (CP10-14)
Objective Reduce levels of smoking (CP10-14)

Action	Assigned To	Start Date	Due Date
Carry out 25 covert test purchases each year to check that businesses are not supplying tobacco to young persons under the age of 18.	David McCulloch	01 Apr 2010	31 Mar 2011
Visit 40 retailers each year to provide advice designed to help businesses to comply with the law on underage sales.	David McCulloch	01 Apr 2010	31 Mar 2011
Carry out 20 inspections each year to check for illicit tobacco products (e.g. counterfeit, incorrectly labelled, or non duty paid)..	David McCulloch	01 Apr 2010	31 Mar 2011
Continue to enforce the ban on smoking in enclosed public places during 600 planned inspections each year.	John Stevenson	01 Apr 2010	31 Mar 2011
Continue to promote GGCHB smoking cessation services during 600 planned inspections each year.	John Stevenson	01 Apr 2010	31 Mar 2011
Work with West Dunbartonshire Community Health Partnership to	John Stevenson	01 Apr 2010	31 Mar 2011

Action	Assigned To	Start Date	Due Date
support the 'Equally Well' project in Whitecrook.			
Prepare plan to implement provisions of the Tobacco and Primary Medical Services Act once implementation dates are published.	David McCulloch	10 Apr 2010	31 Mar 2011

Theme 3 Safe & strong communities (CP10-14)
Priority Improve community safety (CP10-14)
Objective Reduce crime and violent crime in particular (CP10-14)

Action	Assigned To	Start Date	Due Date
Implement provisions of amended Civic Government (Scotland) Act regarding licensing of knife dealers.	David McCulloch	01 Apr 2010	31 May 2011

Theme 4 Sustainable environments (CP10-14)
Priority Improve environmental quality & sustainability (CP10-14)
Objective Improve the state of West Dunbartonshire's environment (CP10-14)

Action	Assigned To	Start Date	Due Date
Assess land to determine whether it should be formally designated contaminated and thereafter take appropriate action to remediate.	John Stevenson	01 Apr 2010	31 Mar 2011
Complete a local air quality management progress report.	John Stevenson	01 Apr 2010	31 Mar 2011
Monitor local air quality for NO2 and report on the % of monitoring stations complying with the national air quality objective of 40ug/m3. (SOA action)	John Stevenson	01 Apr 2010	31 Mar 2011
Monitor and report on local air quality for particulates (PM10). (SOA action)	John Stevenson	01 Apr 2010	31 Mar 2011
Work jointly with Planning and Roads colleagues to implement the provisions of the European Noise Directive at a local level.	John Stevenson	01 Apr 2010	31 Mar 2011

Theme 6 An improving Council (CP10-14)
Priority Improve governance, resource management and financial planning (CP10-14)
Objective Improve accountability to all stakeholders (CP10-14)

Action	Assigned To	Start Date	Due Date
Continue to establish a risk register.	Alison Wood	01 Apr 2010	30 Jul 2010
Establish sound internal and external review processes and ensure robust governance and stewardship of the ICT Service	Patricia Marshall	01 Apr 2010	31 Mar 2011

Theme 6 An improving Council (CP10-14)
Priority Improve governance, resource management and financial planning (CP10-14)
Objective Improve corporate approach to workforce planning (CP10-14)

Action	Assigned To	Start Date	Due Date
Develop supporting processes to further continue the integration of Workforce Planning within the Council.	Samantha Dove	01 Apr 2010	31 Mar 2011

Theme 6 An improving Council (CP10-14)
Priority Improve governance, resource management and financial planning (CP10-14)
Objective Improve employee attendance (CP10-14)

Action	Assigned To	Start Date	Due Date
Develop a revised approach to training, coaching, and delivery of support measures to assist managers in the effective management of absence, using appropriate resources and interventions.	Linda McAlister	01 Apr 2010	31 Dec 2010

Theme 6 An improving Council (CP10-14)
Priority Improve organisational culture (CP10-14)
Objective Improve consultation and communication with employees (CP10-14)

Action	Assigned To	Start Date	Due Date
Develop and implement a model to maximise stakeholder involvement	Linda McAlister	01 Apr 2010	31 Dec 2010
Develop a range of communications tools	Samantha Dove	01 Apr 2010	31 Mar 2011
Identify all relevant aspects of employment law and incorporate into policy, procedure and practice.	Linda McAlister	01 Apr 2010	31 Dec 2011

Theme 6 An improving Council (CP10-14)
Priority Promote continuous improvement and competitiveness (CP10-14)
Objective Improve our responsiveness to customers (Customer First) (CP10-14)

Action	Assigned To	Start Date	Due Date
Centralise WDC ICT Services	Patricia Marshall	01 Apr 2010	31 Mar 2011
Produce a business case for the further development of on-line forms for all EH service requests in line with the Customer First programme.	John Stevenson	01 Apr 2010	31 Mar 2011

Theme 6 An improving Council (CP10-14)
Priority Promote continuous improvement and competitiveness (CP10-14)
Objective Improve service efficiency and competitiveness (CP10-14)

Action	Assigned To	Start Date	Due Date
Review transaction and monthly card limits annually	Alison Wood	01 Apr 2010	30 Apr 2010
Update Corporate Procurement Strategy	Alison Wood	01 Aug 2010	30 Sep 2010
Create distribution list and send reminders to relevant staff	Alison Wood	01 Aug 2010	30 Sep 2010
Modernise ICT service to deliver efficiencies, remove duplication and streamline IT processes and systems	Patricia Marshall	01 Apr 2010	31 Mar 2011
Implement remote working technologies	Patricia Marshall	01 Apr 2010	31 Mar 2011

Theme 6 An improving Council (CP10-14)
Priority Promote continuous improvement and competitiveness (CP10-14)
Objective Improve service performance and quality (CP10-14)

Action	Assigned To	Start Date	Due Date
Develop a range of HR&OD Performance Indicators to support policy, procedure and practice	Samantha Dove	01 Apr 2010	31 Dec 2010
Commence the implementation of the new model of HR and OD service delivery to provide HR Business Partnering, Centres of HR and OD expertise, Pay Provision and an HR Contact Centre operation in support of high quality service provision	Francine Ewen	01 Apr 2010	31 Mar 2011

Theme 6 An improving Council (CP10-14)
Priority Promote equal opportunities (CP10-14)

Objective Provide and promote equal opportunities within the Council (CP10-14)

Action	Assigned To	Start Date	Due Date
Align Human Resources activity with the employment action plan of the WDC Equality Scheme 2009-12	Linda McAlister	01 Apr 2010	31 Mar 2011

Theme BA - Customer First
Cannot group these rows by Priority
Objective 12,13. Further develop contact centre to be first-point of contact for incoming calls

Action	Assigned To	Start Date	Due Date
12. Council agrees in principle to develop a first point service centre for call handling	Patricia Marshall	01 Apr 2010	31 Mar 2011
13. Council agrees that a further report detailing infrastructure and logistical issues is brought to the Corporate and Efficient Governance Committee by September 2010	Patricia Marshall	01 Apr 2010	31 Mar 2011

Theme BA - Learning & Community
Cannot group these rows by Priority
Objective 27,28, 29, 30 Set-up Nursery Charge Transition Scheme

Action	Assigned To	Start Date	Due Date
28. Council agrees to delegate to the Directors of Education and Corporate Services to draft the detail and administration of the scheme	Terry Lanagan; Joyce White		31 Mar 2010

Theme BA - Finance & Resourcing
Cannot group these rows by Priority
Objective 05. Contingency Fund and revised Reserves Policy

Action	Assigned To	Start Date	Due Date
05. Council agrees that the CMT in conjunction with the Strategic Finance working group develops a revised reserves policy, taking account of requisitions and other circumstances.	David Connell		28 Feb 2010

Theme BA - Finance & Resourcing
Cannot group these rows by Priority
Objective 10. Grants Budget

Action	Assigned To	Start Date	Due Date
10. Council agrees to increase the community chest grants budget by a further £20,000	David Connell		30 Apr 2010

Theme BA - Finance & Resourcing
Cannot group these rows by Priority
Objective 06,07. Corporate Finance - Options appraisals for centralisation of finance staff and reporting lines of Audit & risk

Action	Assigned To	Start Date	Due Date
06. Council agrees that the CMT should investigate and conduct an options appraisal examining the transfer of staff who have a responsibility for departmental financial control and monitoring being transferred to the Corporate Services Department	David Connell		30 Apr 2011

Theme BA - Finance & Resourcing
Cannot group these rows by Priority
Objective 08,09. Budget Preparations 20011/15

Action	Assigned To	Start Date	Due Date
08.Council agrees that preparations for the 2011/12 budget and through to 2015 will adopt zero based budget pilots as part of our long term financial planning strategy.	David McMillan		31 Mar 2011
09. Council agrees that preparations will begin in February with briefings to the SMT's and that appropriate training continues to be rolled out to all budget holders as part of the organisational development work plan	David Connell		31 Mar 2011

Theme BVIP 10/11 (1)-Strategic Leadership
Priority 1.1-Develop Strategic Leadership
Cannot group these rows by Objective

Action	Assigned To	Start Date	Due Date
Facilitate a CMT and Elected Member review of the Council's Strategic Priorities	Lorraine Coyne; Angela Terry	01 Apr 2010	30 Jun 2010
Implement and facilitate peer and external support arrangements for Elected Members and senior managers	Angela Terry	01 Apr 2010	30 Sep 2010

Theme BVIP 10/11 (1)-Strategic Leadership
Priority 1.2-Improve decision making for the strategic priority areas and scrutiny of organisational performance>
Cannot group these rows by Objective

Action	Assigned To	Start Date	Due Date
Identify resources to deliver each of the key strategic priorities	Lorraine Coyne; Terry Lanagan; Elaine Melrose; Stephen West; Joyce White	01 Apr 2010	31 Aug 2010

Theme BVIP 10/11 (1)-Strategic Leadership
Priority 1.4-Develop a long-term financial planning framework
Cannot group these rows by Objective

Action	Assigned To	Start Date	Due Date
Review Long Term Financial Strategy 2010-14 in accordance with the agreed framework	David Connell; Gillian McNeilly	01 Apr 2010	30 Jun 2010
Continue to develop the 10 year Financial Strategy	David Connell; Gillian McNeilly	01 Apr 2010	31 Mar 2011

Theme BVIP 10/11 (3)-Organisational Culture
Priority 3.1-Facilitate a comprehensive approach to developing management practice and behaviour
Cannot group these rows by Objective

Action	Assigned To	Start Date	Due Date
Establish a corporate behaviour and values framework for all managers and staff	Angela Terry	01 Apr 2010	31 Mar 2011
Implement revised performance and personal development framework	Angela Terry	01 Apr 2010	31 Mar 2011

Theme BVIP 10/11 (3)-Organisational Culture
Priority 3.2-Support development of Strategic Leadership
Cannot group these rows by Objective

Action	Assigned To	Start Date	Due Date
Identify leadership skills and behaviours and associated development programme to support strategic leadership and culture change	Angela Terry	01 Apr 2010	31 Mar 2011

Theme BVIP 10/11 (3)-Organisational Culture
Priority 3.3-Development of technology and systems to support organisational culture change
Cannot group these rows by Objective

Action	Assigned To	Start Date	Due Date
Redesign, develop and re-launch Intranet as a West Dunbartonshire portal with information for staff and partners	Dorothy Farquhar	01 Apr 2010	31 Dec 2010

Theme BVIP 10/11 (4)-Community Engagement
Priority 4.1-Promote Community Engagement Opportunities
Cannot group these rows by Objective

Action	Assigned To	Start Date	Due Date
Deliver improved customer experiences and corporate efficiencies through the implementation of Customer First priorities and Community Engagement strategies	Patricia Marshall	01 Apr 2010	31 Mar 2011

APPENDIX 3: PERFORMANCE MANAGEMENT FRAMEWORK

Scrutineer	Focus	Performance Management Framework	
Directorate Management Team	Departmental Plan	Frequency	Monthly (optional but strongly recommended) Quarterly (obligatory)
		Format	Meeting incorporated into wider directorate management team meetings e.g. SMT/DMT OR dedicated performance management meetings
		Attendance	Director, heads of services, managers
		Timing	Monthly - Maximum of two weeks after end of month Quarterly - Maximum of four weeks after end of quarter
		Scope of report	Monthly - Actions (exceptions only), monthly monitored PIs (exceptions only), absence (whether is an exception or not) Quarterly - All actions, quarterly monitored PIs, and all department risks from Covalent scorecard for departmental plan (including absence), as well as complaints, FOI requests, and health and safety statistics, etc
		Source of report	Covalent scorecard for departmental plan
		Format of report	Monthly PMF 2009 001 Quarterly PMF 2009 002 (plus any additional information outlined in scope of report)
Corporate Management Team	Departmental Plan	Frequency	One department every quarter
		Format	CMT meeting with heads of services from whichever directorate is presenting
		Timing	Timetable to be agreed
		Scope of report	Key issues, PIs (exceptions only), departmental risks where there is a score >= 8, financial issues
		Source of report	Covalent scorecard for departmental plan
		Format of report	PMF 009 003 (plus any additional information outlined in scope of report)
Elected Members	Departmental Plan	Frequency	Twice yearly formal reports Quarterly e-mailed reports
		Format	Twice yearly - Formal report to relevant committee/s Quarterly - E-mailed Covalent report to ALL elected members
		Timing	Twice yearly - Mid year report around November and year end report around June Quarterly - Immediately following the quarterly SMT/DMT meetings, with any changes reflected in Covalent prior to report being e-mailed to elected members
		Scope of report	Twice yearly - All actions, PIs, and department risks Quarterly - All actions, PIs, and directorate risks
		Source of report	Covalent scorecard for departmental plan
		Format of report	Quarters 1/3 PMF2009 008 Mid/end year PMF 2009 007

WORKFORCE PLAN

2010/14
(only providing detail over next financial year)

Corporate Services

Workforce Plan – (Corporate Services)

20010/14

Purpose

This is the first Workforce Plan for Corporate Services. Its purpose is to highlight and action plan for the management of key workforce issues which are necessary to fully support the delivery of the Departmental Plan

These workforce issues cover the full period of the Department Plan and have significant Departmental implications in terms of organisational change, resource planning, resource profiling, skill mix, training and development and restructuring.

Overview of the Department

1. Function and Remit

The Corporate Services Department comprises of three distinct services each providing a range of internal and external facing services.

Finance & ICT (F&ICT)

Finance & ICT comprises a number of front line and support services, linked by the common theme of providing high quality best value services to the Council and its population. This theme underlies the Service's front line functions such as the Contact Centre, Creditors, Council Tax, Benefits Administration, Council House Rents, Business Rates, Cash Collection and Sundry Debtor accounts. It also underlies the support and advice provided to the Council through Exchequer Services, Accounting and Budgeting, Treasury Services, Procurement, Network and Desktop Services, IT Operations and Payroll.
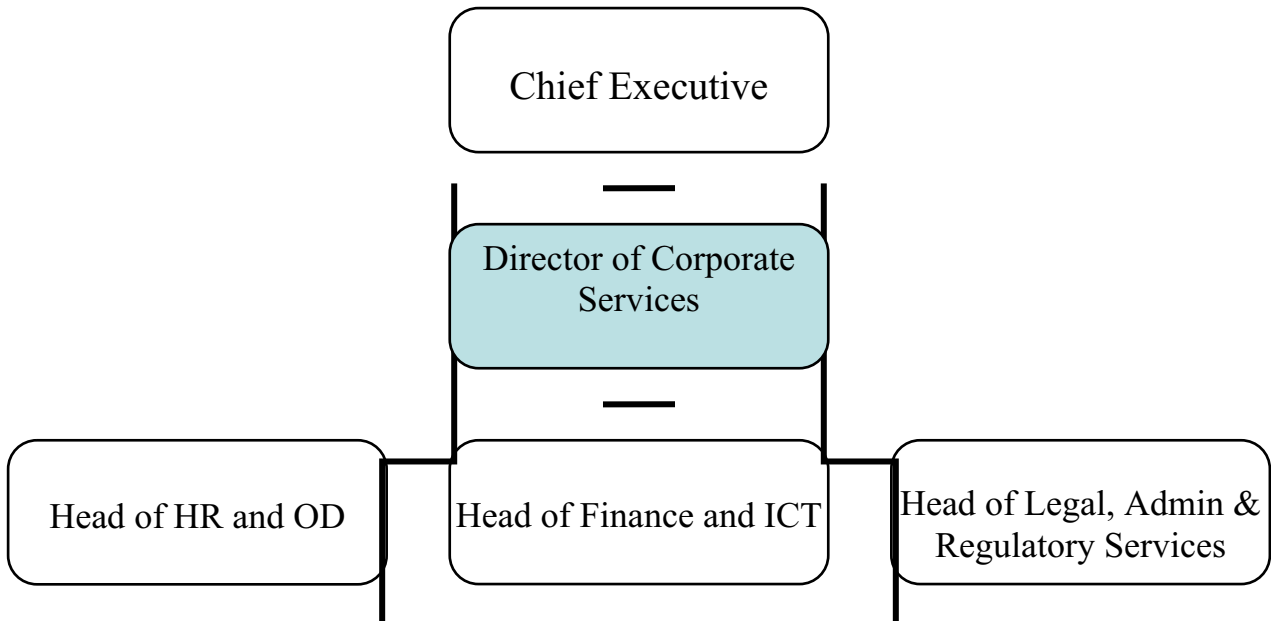
Human Resources and Organisational Development (HR & OD)
HR & OD seeks to ensure that the Council has the workforce capacity to deliver key organisational objectives while ensuring that employees are treated as a key resource within a framework of modern employment practice. The service consists of Attendance and Wellbeing, HR Policy, Organisational Development and the Pay Modernisation team. We aim to attract and retain employees through a framework which encourages our employees to engage fully with the organisation and deliver their best performance. Set against a background of modern employee relations, HR and pay practice, we aim to provide our employees with rewarding careers which provide opportunity for individual growth and organisational success.

Legal, Administrative and Regulatory Services (LARS)

LARS comprises a number of front line and support services, linked by the common theme of protecting the Council, its population and environment. This theme underlies the Service's regulatory functions such as Environmental Health, Trading Standards, Registration, Licensing and District Court. It also underlies the support and protection provided in the Council, its members and services through Committee Administration, Members' Support, Risk and Legal Services. The service thus forms a key part of the Councils Corporate Governance Arrangements.

2. Organisational Structure

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                    ┌─────────────────────┐
                    │   Chief Executive   │
                    └─────────────────────┘
                              │
                    ┌─────────────────────┐
                    │ Director of Corporate│
                    │      Services        │
                    └─────────────────────┘
                              │
    ┌──────────────┐  ┌──────────────────┐  ┌──────────────────────┐
    │ Head of HR   │  │ Head of Finance  │  │ Head of Legal, Admin &│
    │  and OD      │  │   and ICT        │  │  Regulatory Services  │
    └──────────────┘  └──────────────────┘  └──────────────────────┘
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3. Resource and Establishment Information

The key resource and establishment information for the Department is provided in Appendix B to this Workforce Plan.

4. Financial Overview

BUDGET

	2009/2010 Estimate	2010/2011 Estimate	2011/2012 Estimate	
DIRECTORATE & ADMIN SERVICES				
Corp Resources	274,782	279,842	285,124	1.89%
Cultural	140,000	140,000	140,000	0.00%
LEGAL & REGULATORY SERVICES				
Legal and Admin	1,452,334	1,496,681	1,542,996	3.09%
Risk	351,992	362,306	373,056	2.97%
Child Panel	46,750	46,750	46,750	0.00%
Central Purchasing	90,441	92,949	95,438	2.68%
Office accommodation	1,297,171	1,339,427	1,390,000	3.78%
Canteen	55,910	57,310	58,739	2.49%
Courier	26,552	27,320	28,120	2.93%
Registrars	188,664	226,711	237,548	4.78%
Clydebank Town Hall	268,920	278,218	288,656	3.75%
District Court	*86,937*	*0*	*0*	
Licensing - Board	-19,120	-17,450	-15,740	-9.80%
Licensing - Taxi	-63,467	-60,442	-57,283	-5.23%
Consumer and Trading Standards	385,941	396,415	407,309	2.75%
Environmental Health	1,163,841	1,209,303	1,241,172	2.64%
Printing	-0	0	-0	
Members Services	154,468	159,254	164,251	3.14%
FINANCIAL SERVICES				
Finance	3,004,467	3,037,435	3,141,245	3.42%
Housing/Council Tax Benefit	154,189	192,691	232,648	20.74%
Rent Rebates	119,690	141,432	163,718	15.76%
Procurement	-500,000	-500,000	-500,000	0.00%
CC Rates	-37,018	-40,079	-43,214	-7.82%
CC Council tax	-593,206	-599,559	-606,072	1.09%
IS	2,345,708	2,412,637	2,482,325	2.89%
IS - Contact Centre	223,692	231,077	238,789	3.34%
HUMAN RESOURCES & OD				
HR & OD	958,412	1,012,325	1,041,152	2.85%
Total Corporate Services	**11,578,049**	**11,922,553**	**12,376,729**	

Key Service Priorities/Issues

Appendix A provides an annual timescaled summary of the key service priorities and issues which have significant resource implications for the Department. It also highlights the constraints in terms of resource and skill requirement. Further, it outlines the actions which are planned or have been put in place to meet the deliver of the key issues and priorities. It is assumed that all developments are either cost neutral or contribute to the Department's saving targets.

Summary of the Key Service Priorities/Issues and Resource Implications

Part A: Details priorities or issues, which will happen and conclude during the next financial year and their implications.

Part B: Details priorities or issues, which will start in the next financial year but will conclude beyond this period.
(Only detail actions and impacts that will happen in the next financial year in this box, further longer term implications will be summarised in longer term planning table.)

Appendix A

Priority/ Issues	Resource or Skill implication	Action required	Cost
1. Restructure of Human Resources and Organisational Development Function across the council. *See Appendix C for new Structure Chart* **(Includes incorporation of Payroll into HR)** *Phase 1 – (April – Nov 2010)* **1. Centralisation of Employee Lifecycle 2. Development of HR Connect 3. Development of Employee Relations Function**	**Transfer of Staff from Departmental HR & re-organisation of staff within Corporate HR to deliver new Functions. Currently staff may be underqualified and / or may lack the necessary skills.** **Too many staff for new structure.**	**Staff move from Departmental HR. Skills matching exercise. Competitive selection if required. Redeployment, voluntary redundancy, early retirement to be considered. Retraining, and upskilling of staff may be required.**	**Savings of 145k to be made in year 2010-2011** **Actual headcount reductions not yet known.**

2. *Phase 2 –* **(Nov 2010 -Apr 2011)** **1. Close down Pay Modernisation Function** **2. Transfer of Payroll Services** **3. Develop enhanced HR Connect service** **4. WMS planning & development mainstreamed** **5. Departmental HR staff transferred into Central HR team** **6. Introduction of HR Partnership role**	**Integration of Pay Modernisation staff, payroll staff into Central HR team. More staff required for HR Connect. Continued transfer of staff from Departmental HR.** **Qualifications / skills may be lacking.** **Staff numbers require a review.**	**Staff move from Departmental HR offices and payroll department into Central HR team.** **Redeployment, voluntary redundancy, early retirement to be considered. Retraining and upskilling of staff will be required. Personal Development Plans to be developed** *(assistance from OD team)*	**Actual headcount reductions not yet known**
3. **Transformation of ICT function across Council**	**Integration of departmental (approx 25 FTE - HEEDs 3FTE, Education central technician team 3FTE and schools based technicians 18FTE) & corporate ICT staff (64FTE), into Central ICT team. Realignment of staff to support (IT Connect) vs project work. Continue to investigate roles and responsibilities of departmental IT resources.** **Qualifications / skills may be lacking.** **Staffing levels requires review.**	**Staff move from Departmental ICT functions into Central ICT team.** **Redeployment, voluntary redundancy, early retirement to be considered. Retraining and upskilling of staff will be required. Personal Development Plans to be developed (assistance from OD team)**	**Savings will be identified as project progresses**

Part A	**4.** Centralisation of Accountancy function across Council	Currently 15 staff working outwith the central accountancy team. Centralisation will result staffing changes. Continue to investigate roles and responsibilities of departmental resources. Qualifications / skills may be lacking. May be too many staff for new structure	Staff move from Departmental functions into Central Accountancy team. Redeployment, voluntary redundancy, early retirement to be considered. Retraining and upskilling of staff will be required. Personal Development Plans to be developed (assistance from OD team)	Savings will be identified as project progresses
	5. Centralisation of Procurement function across Council	Procurement activity carried out across the council by various graded staff.		Savings will be identified as project progresses
	6. Review of competitiveness of Printing Services across Council	If outsourced, will result in reduction of 3/4 heads (links with Legal & Admin) Initial centralisation of both ICT and LARS printing functions would make a more competitive service.	Options paper to Corporate and Efficient Governance Committee Merge services, reducing FTE by 1	One FTE reduction
	7. Finance System Interfaces – New IT system for processing creditors	New system will require revised staff structure.	Detailed investigation of new payment process required before assessment of FTE required can be provided	Savings will be identified as project progresses.
	8. LARS restructure to enhance service delivery (including change associated with new liquor licensing legislation & proposed Registration Changes)	Some rationalisation of staff numbers considered through voluntary severance. Restructuring proposals for the Section as a whole are still in development, although licensing proposals have been approved by the Chief	Consultation with TUs and employees on new licensing structure. Matching and interview processes to be initiated. Skills gaps to be identified and training programmes drawn up to re-skill	Restructure will generate savings. Cost of necessary training will be within budget.

		Executive and will now be subject to TU and employee consultation. Implementation of new structure will require some retraining, the extent of which has not been established.	team members in all licensing matters. Remaining section structure issues to be further developed. This will also result in a need to identify skills gap and retrain.	
	9. Support major infrastructure and regeneration proposals	Dedicated legal input is required for a number of major Council projects and to support the new licensing structure. The Section restructure proposals take account of this issue	Implementation of restructure including necessary consultation. Identification of skills gaps and recruitment / training to be tailored accordingly.	To be identified as part of restructure.
	1. Restructure of Human Resources and Organisational Development *Phase 3* 1. Business Partner role fully operational. 2. TU Conveners reporting through HR Manager WMS planning & development mainstreamed into HR & OD Restructure process completed April 2011 onwards.	Final analysis of skills gaps and numbers of staff required. Final reduction of staff as appropriate Skills development training continues.	Final review of restructure process. Final analysis of service delivery within HR & OD.	Savings for 2011-2012 to be confirmed.

Part B	2. ICT – streamlining of reception areas at Garshake and Roseberry to create a 'one stop shop'	Main receptions at these locations are currently the responsibility of LARS. Other departmental reception areas also exist at these locations. Full analysis of current processes required.	Options paper on best location for "one stop shop". Agree Customer Services Strategy. Review Current and devise new processes. Assess number of FTEs required.	
	3. ICT - Growth of Contact Centre to provide additional services & merge of switchboard and Contact Centre	For each service, will require more staff currently delivering the service in the departments to be moved to contact centre to deliver the new streamlined process from the contact centre. If telephony upgraded, less training is required. Migrating complaints process – more difficult to identify FTE as part posts.	Expansion paper plan to CMT. Agree customer service strategy. Move high volume enquiry and assess and decide transactions and FTE to contact centre in phased approach. Detailed process redesign required for all council-wide enquiry and assessment services. Change phone system for contact centre to allow service specific calls to be routed to specific contact centre operators.	
	4. ICT - Development, Design and Management of Website	Will require new roles and training. To make council-wide efficiencies, more service need to be available as self service therefore investment and web development skills and tools required. Plans to themed web site and intranet are underway within Corporate Communications.	Retrain rather than additional staff 0.5FTE post moved from ICT to Corporate Communication during 2009-10 ICT resources required for redevelopment project	
	5. Finance – e-procurement system	Staff may need to transfer from IT to	Review in 2010-2011	

	roll out	procurement		
	6. Finance – Housing Stock Transfer	**Direct impact upon Revenue staff (reduction in staff required)**	**Review in 2010-2011**	
	7. Maximise Council Officer Service in WDC's civic and main operational building	**Trained experienced officers required. Age profile hotspot requiring replacement planning**	**Review of shift patterns and staff levels in progress in view of requests for voluntary severance and of changing circumstances in relation to the use and management of civic buildings. Restructure may involve transfer of responsibilities.**	**To be identified as part of restructure.**

Corporate Services

Establishment and Resource Information @ 01st March 2010

Part A: Details current overview establishment information, summarising the current profile of the establishment.

Part B: Further details resource changes, indicating changes in numbers/ FTE by roles and FTE of employees within roles against current numbers. (Establishment changes will require approval). Any changes to establishment, which may be increases or decreases to roles, or requests for roles to become permanent, will be with effect from 1st April of the next financial year.

Part C: Absence Information.

PART A: Overview of current Department establishment

Current Establishment Breakdown
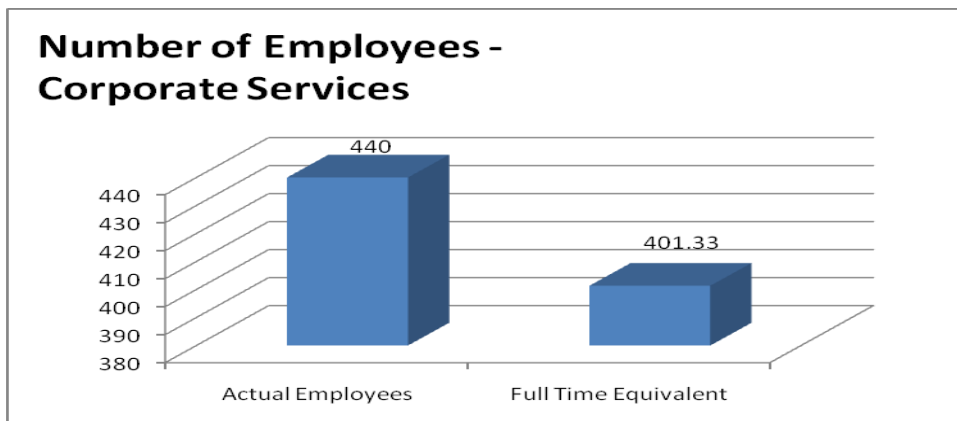
Current Establishment by Gender

Current Establishment by Age Profile

**Corporate Services –
Age Profile by Age Band**

Age Band	Count
24 and under	21
25 to 34	72
35 to 44	115
45 to 54	133
55 +	61
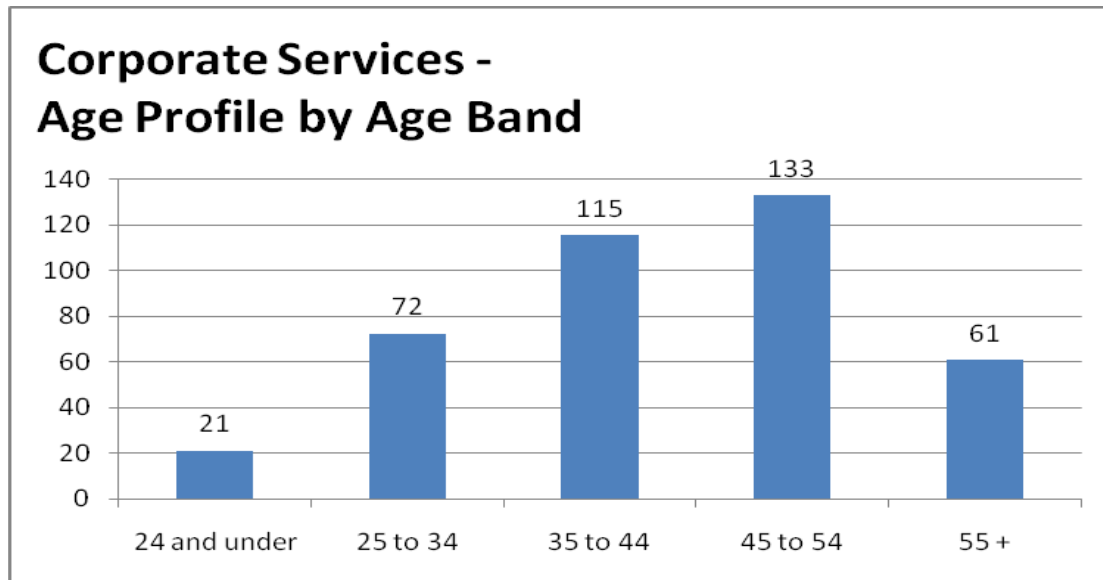
PART B: Detailed Role change request information
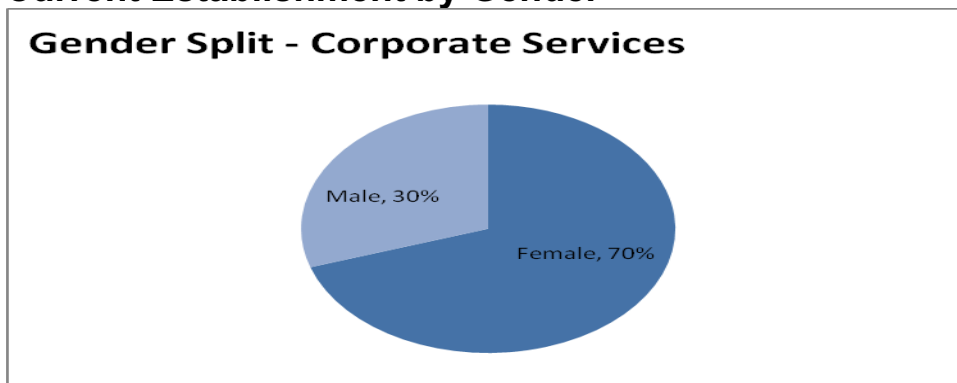
1. Proposals

It is anticipated that there will be significant changes to the establishment / roles within Corporate Services in the coming year. Much of the work to establish exactly how this impacts upon the headcount within the department is ongoing.

Proposed Resource Changes – Organisational Chart following Restructure
After a period of settlement following the current significant restructuring, it will be possible to manage requests for resource changes using the following template example.

The following table indicates the detail of resource changes due to the prioritised activities listed in Appendix A and general changes impacting on the Department. The table details any additions or deletions to the current post profile of the department. It will also indicate any changes to current contract make up of profile e.g. fixed term posts becoming permanent.

HR & OD STRUCTURE - APRIL 2010
(Updated 31 March 2010)

Executive Directors

TU Convenors

Head of HR & OD

OD Manager
Grade 12

HR Manager
GRADE 12

HR Business Partner/
Special Projects
GRADE 11

HR Business Partners
x 3
GRADE 9

Strategic Change
Management
Adviser
Grade 9

Policy & Employee Relations
Officer
GRADE9

Workforce Planning &
Resourcing Officer
GRADE 9

Management
Development
Adviser
Grade 8

Learning
Management
Adviser
Grade 8

Lead HR Adviser
Policy, Wellbeing & Equalities
GRADE 8

Lead HR Adviser
Employee Relations
GRADE 8

Contact Centre
Team
Structure to be
determined

Payroll Team
Structure to be
determined

Lead HR Adviser
Employee Lifecycle &
Workforce Planning
GRADE 8

HR Adviser – Wellbeing &
Attendance
GRADE 7

HR Adviser – Policy and
Equalities
GRADE 7

Assistant HR Adviser
Wellbeing & Attendance
GRADE 6

Assistant HR Adviser – Policy
and Equalities x 2
GRADE 6

HR Adviser – Employee
Relations
GRADE 7

HR Adviser – Case Management
X2
GRADE 7

Assistant HR Adviser – Case
Management
X4
GRADE 6

Assistant HR
Adviser
System
Development &
Information
TBD

HR Adviser
Employee Lifecycle &
Workforce Planning
X 2
GRADE 7

Assistant HR Adviser
Employee Lifecycle
X 2
GRADE 6

Administrator x 2
Resourcing &
Job Evaluation
TBD

HR & OD
Administrator
TBD

Performance
Officer
Grade 6

Training &
Development
Advisers
Grade 6
x3

Admin

Wednesday, March 31, 2010

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PART C: Absence Information

Absence Rates by Service (FTE days)

Absence Rates - Corporate Services

	April-June 09	July-Sept 09	Oct-Dec 09	Jan-Mar10
Corporate Services - Directorate	1.00	0.00	4.50	0.00
HR & OD	1.80	3.11	4.84	3.49
LARS	1.74	2.90	3.45	2.28
Finance and ICT	3.88	3.57	3.61	3.02

Absence Reasons - Top 4

Absence Reasons - Corporate Services

- Minor Illness — 31.84%
- Stress — 27.67%
- Musculo-skeletal injuries — 14.50%
- Recurring Medical Conditions — 6.93%
- Other — 19.06%