

Corporate Services Department Plan

Appendix 2b Actions

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Theme 4 Sustainable environments (CP11-15)
Priority Improve environmental quality & sustainability (CP11-15)
Objective Improve the state of West Dunbartonshire's environment (CP11-15)

Action	Assigned To	Start Date	Due Date
Develop a suite of performance measures for Trading Standards and Licensing	David McCulloch	01 Jul 2011	31 Mar 2012

Theme 6 An improving Council (CP11-15)
Priority Improve community engagement (CP11-15)
Objective Improve the effectiveness of community consultation and engagement activity (CP11-15)

Action	Assigned To	Start Date	Due Date
Review of scheme for the establishment of community councils	Craig Stewart	01 Apr 2011	28 Oct 2011
Review our code of conduct for public processions	David McCulloch	01 Apr 2011	30 Nov 2011
Review licence conditions under Civic Government (Scotland) Act 1982	David McCulloch	01 Apr 2011	31 Mar 2012
Continue improvement in the customer experience through community engagement, consultation and feedback	Patricia Marshall	01 Apr 2011	31 Mar 2012

Theme 6 An improving Council (CP11-15)
Priority Improve governance, resource management and financial planning (CP11-15)
Objective Improve employee attendance (CP11-15)

Action	Assigned To	Start Date	Due Date
Continue to further develop a programme of interventions aimed at improving health and wellbeing and reducing sickness absence	Linda McAlister	01 Apr 2011	31 Mar 2012
Continue to develop informal and formal management training programmes to improve absence levels within WDC.	Linda McAlister	01 Apr 2011	31 Mar 2012

Theme 6 An improving Council (CP11-15)
Priority Improve governance, resource management and financial planning (CP11-15)
Objective Improve medium to long term financial planning (CP11-15)

Action	Assigned To	Start Date	Due Date
Continue to develop the 10 year Financial Strategy	David Connell; Gillian McNeilly	01 Apr 2010	31 Mar 2011
Align workforce plan to departmental plans and budget resources	Paul McGowan	01 Apr 2011	31 Mar 2012
Enhance budgetary control	Gillian McNeilly	01 Apr 2011	31 Mar 2012
Review budget settings/long term financial strategy	Gillian McNeilly	01 Apr 2011	31 Mar 2012
Develop capital investment process	Gillian McNeilly	01 Apr 2011	31 Mar 2012
Develop process/system for business cases and project management of core WDC projects and conduct post evaluation of major project spend	Gillian McNeilly; Jennifer Ogilvie	01 Apr 2011	31 Mar 2012
Develop an approach to ensure all capital projects are evaluated based on whole life costing, and are project managed, monitored and measured over £100,000	Stephen West	01 Apr 2011	31 Mar 2012

Action	Assigned To	Start Date	Due Date
Conduct trend analysis in three year cyclical periods	Stephen West	01 Apr 2011	31 Mar 2012

Theme 6 An improving Council (CP11-15)

Priority Improve governance, resource management and financial planning (CP11-15)

Objective Improve the Performance Management Framework (CP11-15)

Action	Assigned To	Start Date	Due Date
Develop a broader range of departmental performance indicators and measures	Linda Butler	01 Apr 2011	31 Mar 2012

Theme 6 An improving Council (CP11-15)

Priority Improve organisational culture (CP11-15)

Objective Improve consultation and communication with employees (CP11-15)

Action	Assigned To	Start Date	Due Date
Ensure Involvement of Human Resources in participation of and consultation with Equalities Groups on Employment Issues.	Linda McAlister	01 Apr 2011	31 Mar 2012
Develop and implement a model to maximise stakeholder involvement	Linda McAlister	01 Apr 2011	31 Mar 2012
Develop a range of communication tools	Samantha Dove	01 Apr 2011	31 Mar 2012
Complete a review of communication processes and sources across the department	Angela Terry	01 Apr 2011	31 Mar 2012

Theme 6 An improving Council (CP11-15)

Priority Improve organisational culture (CP11-15)

Objective Improve morale and employee perceptions of feeling valued (CP11-15)

Action	Assigned To	Start Date	Due Date
Develop programme of interventions aimed at promoting health and wellbeing of CS staff	Linda McAlister	01 Apr 2011	31 Mar 2012
Develop framework for staff recognition across the department	Angela Terry	01 Apr 2011	31 Mar 2012

Theme 6 An improving Council (CP11-15)

Priority Improve organisational culture (CP11-15)

Objective Promote fair and transparent employment practices (CP11-15)

Action	Assigned To	Start Date	Due Date
Ongoing job evaluation of posts	Samantha Dove	01 Apr 2011	30 Apr 2011
Council workforce plan	Samantha Dove	01 Apr 2011	30 Jun 2011
Develop a range of HR and OD performance indicators to support reporting, evaluation, policy and practice	Samantha Dove	01 Apr 2012	25 Mar 2012
Ensure Human Resources activity support the employment action plan of the WDC Equality Scheme 2009-12	Linda McAlister	01 Apr 2011	31 Mar 2012
Carry out Equality Impact Screenings and Assessments of New or Revised HR Policies and Functions	Linda McAlister	01 Apr 2011	31 Mar 2012
Continue to develop supporting processes on integration of Workforce Planning within the Council.	Samantha Dove	01 Apr 2011	31 Mar 2012
Continue to identify relevant aspects of employment law and incorporate into policy, procedure and practice	Linda McAlister	01 Apr 2011	31 Mar 2012
Continue to facilitate the integration of Job Evaluation and new terms & conditions of employment into operational HR within WDC	Samantha Dove	01 Apr 2010	30 Apr 2012

Theme 6 An improving Council (CP11-15)
Priority Promote continuous improvement and competitiveness (CP11-15)
Objective Improve our responsiveness to customers (Customer First) (CP11-15)

Action	Assigned To	Start Date	Due Date
Review the fare structure for taxis and private hire cars	David McCulloch	01 Apr 2011	30 Sep 2011
Develop technology and networks to improve customer access to services	Patricia Marshall	01 Apr 2011	31 Mar 2012
Develop a model for service level agreements in partnership with customer	Paul McGowan	01 Apr 2011	31 Mar 2012
Consult stakeholders annually about standards to determine if we are measuring what is important to them	Patricia Marshall	01 Apr 2011	31 Mar 2012

Theme 6 An improving Council (CP11-15)
Priority Promote continuous improvement and competitiveness (CP11-15)
Objective Improve service efficiency and competitiveness (CP11-15)

Action	Assigned To	Start Date	Due Date
Modernise ICT service to deliver efficiencies, remove duplication and streamline IT processes and systems	Dorothy Farquhar; John Martin; Brian Miller	13 May 2011	30 Mar 2012
Review our processes and identify opportunities to remove duplication of work through the introduction of an on-line benefit application process	Marion Smith	01 Apr 2011	31 Mar 2012
We will seek to reduce costs by improving our direct debit uptake by 5% during 11/12 by using promotional campaigns and targeted literature	Marion Smith	01 Apr 2011	31 Mar 2012
Review our rent collection strategy in consultation with housing services and identify areas where performance can be improved	Vincent Gardiner	01 Jun 2011	31 Mar 2012
Review our use of collection agents	Vincent Gardiner	01 Jun 2011	31 Mar 2012
Review our corporate debt policy	Vincent Gardiner	01 Jun 2011	31 Mar 2012
Investigate opportunities for joint working and sharing services	Patricia Marshall	01 Apr 2010	31 Mar 2012
Devise a risk assessment scheme for all licensable activities	David McCulloch	03 May 2011	31 Mar 2012
Embed a systematic approach using the PSIF to facilitate continuous improvement across the department	Angela Terry	01 Apr 2011	31 Mar 2012
Review the scope of the WDC procurement function	Stephen West	01 Apr 2011	31 Mar 2012
Develop a Council procurement strategy and action plan	Stephen West	01 Apr 2011	31 Mar 2012
Develop clear and measurable outcomes to prove the economy, efficiency and effectiveness of the strategy through the core areas of the value supply chain	Stephen West	01 Apr 2011	31 Mar 2012
Review the value and usage of Scotland Excel	Ian Hutchinson; Alison Wood	01 Apr 2011	31 Mar 2012
Develop an approach to benchmark financial modelling against other Councils	Vincent Gardiner; Gillian McNeilly	01 Apr 2011	31 Mar 2012
Develop indicators and set targets to measure and improve effectiveness and efficiency of financial management	Vincent Gardiner; Gillian McNeilly	01 Apr 2011	31 Mar 2012

Theme 6 An improving Council (CP11-15)
Priority Promote continuous improvement and competitiveness (CP11-15)
Objective Improve service performance and quality (CP11-15)

Action	Assigned To	Start Date	Due Date
Implement a departmental learning and development programme for Corporate Services	Angela Terry	01 Apr 2011	31 Aug 2011
Continue the implementation of the new model of HR & OD service delivery	Samantha Dove; Linda McAlister	01 Apr 2011	31 Oct 2011

Action	Assigned To	Start Date	Due Date
Establish sound internal and external review processes and ensure robust governance and stewardship of the ICT Service	Patricia Marshall	01 Apr 2010	30 Mar 2012
Work with procurement to increase the volume of supplier payments going through webuy and we will seek to increase the use of data uploads to reduce the level of manual keying required	Karen Shannon	01 Jun 2011	31 Mar 2012
Develop WMS in regards to Payroll functionality	Samantha Dove		31 Mar 2012
Continue development of the workforce management system	Samantha Dove	01 Apr 2011	31 Mar 2012
Implement performance and development planning across Corporate Services	Angela Terry	01 Apr 2011	31 Mar 2012
Evaluate impact of revised departmental structures and models of service delivery within HR&OD	Tricia O'Neill	01 Apr 2011	31 Mar 2012
Evaluate impact of revised departmental structures and models of service delivery within Finance, ICT and procurement	David Connell	01 Apr 2011	31 Mar 2012
Evaluate impact of revised departmental structures and models of service delivery within LARS	Andrew Fraser	01 Apr 2011	31 Mar 2012
Review complaints management system including an analysis links with continuous improvement and use to inform planning	Stephen Daly; Patricia Marshall	01 Apr 2011	31 Mar 2012
Include Corporate Complaints service standards in performance management system and cycle of reporting to stakeholders and members	Stephen Daly; Patricia Marshall	27 Jun 2011	31 Mar 2012

Theme 6 An improving Council (CP11-15)

Priority Promote Equal opportunities (DP 11 - 15)

Objective Provide and promote equal opportunities within the Council (DP 11 15)

Action	Assigned To	Start Date	Due Date
Implement programme of HR policy review to facilitate equalities and best management practice	Linda McAlister	01 Apr 2011	31 Mar 2012