

# Corporate Services Mid Year Performance Report Action Progress


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**Generated on:** 03 December 2009

**Theme 1 Regeneration & the local economy (CP9-13)**

**Priority Improve housing (CP9-13)**


**Objective Improve the mix, quantity, location and affordability of housing in West Dunbartonshire (CP9-13)**

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Work in collaboration with HEED to allocate and implement the distribution of WDC's duties and responsibilities re Local private sector housing under the Housing (Scotland) Act 2006		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 50%; position: absolute; left: 0;"></div><span style="position: absolute; left: 50%; top: -50%; transform: translate(-50%, -50%); font-weight: bold;">50%</span></div>	31 Mar 2010	Graham Pollock	Mid Year: The various parts of the legislation have been identified and a meeting to determine next steps will be organised before 30 December 2009. Identify all duties and responsibilities and review current practice due 21/12/09. A paper has been prepared which has been passed to the Manager in HEEDS to consider and also passed to the Head of LARS 30/11/09


**Theme 1 Regeneration & the local economy (CP9-13)**

**Priority Promote physical area regeneration (CP9-13)**


**Objective Regenerate town centres and related waterfront areas (CP9-13)**

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Prioritise works and secure budget for the repair and maintenance of council buildings, particularly Clydebank Town Hall and WDC's municipal buildings		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 100%; position: absolute; left: 0;"></div><span style="position: absolute; left: 50%; top: -50%; transform: translate(-50%, -50%); font-weight: bold;">100%</span></div>	31 Mar 2010	Anne Laird	Mid Year: Action is now complete


**Theme 2 Health & well being (CP9-13)**  
**Priority Improve health and reduce health inequality (CP9-13)**  
**Objective Improve the health and safety of Council employees (CP9-13)**

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Reduce the number of days lost by Council employees through work related injury		<div style="width: 57%; background-color: #4F81BD; height: 15px;"></div> 57%	31 Mar 2010	John Duffy	Annual Health and Safety report at present 22/10/09 currently sitting with the Head of LARS.



**Theme 3 Safe & strong communities (CP9-13)**  
**Priority Improve community safety (CP9-13)**  
**Objective Reduce anti social behaviour (CP9-13)**

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Acquire new dog kennels		<div style="width: 100%; background-color: #4F81BD; height: 15px;"></div> 100%	01 Sep 2009	John Stevenson	Mid Year: Action now complete



**Theme 3 Safe & strong communities (CP9-13)**  
**Priority Improve community safety (CP9-13)**  
**Objective Reduce fear of crime (CP9-13)**

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Help to ensure a seamless transition of the District Courts to Scottish Court Services in 2009		<div style="width: 100%; background-color: #4F81BD; height: 15px;"></div> 100%	31 Mar 2010	Nigel Ettles	The transfer is on course.


**Theme 4 Sustainable environments (CP9-13)**  
**Priority Improve environmental quality & sustainability (CP9-13)**  
**Objective Reduce local pollution (CP9-13)**


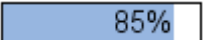



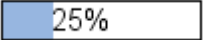

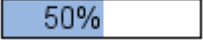
Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Complete local air quality update and screening assessment		<div style="width: 66%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">66%</div></div>	31 Mar 2010	John Stevenson	Update and Screening Assessment Report completed and approved by the Scottish Government on 27/5/09. Local air quality monitoring continuing.
Review and implement contaminated land strategy		<div style="width: 66%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">66%</div></div>	31 Mar 2010	John Stevenson	A draft 3 year action plan has been completed and the inspection strategy reviewed. One intrusive site investigation was carried out within the first half of the year.

**Theme 6 An improving Council (CP9-13)**  
**Priority Improve community engagement (CP9-13)**  
**Objective Increase the community's participation in the democratic decision-making processes (CP9-13)**




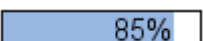
Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Plan, organise, administer and run successful elections		<div style="width: 60%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">60%</div></div>	31 Mar 2010	Anne Laird	Preparation for local by-elections and snap UK elections ongoing. No dates as yet fixed so no completion date can be estimated.
Prepare and implement systems for successful administration of European Parliamentary elections in June 2009.		<div style="width: 100%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div></div>	31 Mar 2010	Anne Laird	Mid Year: Action now complete

**Theme 6 An improving Council (CP9-13)**  
**Priority Improve governance and resource management (CP9-13)**  
**Objective HROD To progress the Pay Modernisation Agenda within WDC**

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
To develop and implement Pay Modernisation strategies		<div style="width: 0%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">0%</div></div>	31 Mar 2010	Paul McGowan	Mid Year review: as part of the ongoing pay modernisation agenda the pay modernisation team continues to support departments. Activities include job evaluation activity to support restructures and the business needs of


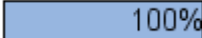
Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
					departments
To implement and manage the Job Evaluation Appeals process			31 Mar 2010	Paul McGowan	Commencement of hearings delayed due to time spent on sifting exercise. The initial due date of which was 30/9/09 - following examination of appeals submissions and agreement of processes sifting will be ongoing until 30/3/10.
To coordinate the development of strategies to mitigate detriment within the Council			31 Mar 2010	Paul McGowan	Development of the Central Redeployment Register has had its due date revised following issue of information to departments on 25/9/09.
To facilitate the integration of Job Evaluation and new terms & conditions of employment into operational HR within WDC			01 Mar 2010	Paul McGowan	The development and implementation proposals in relation to paid lunch breaks due date has had to be revised to allow consultations with trade unions on management proposals.
To effectively deal with the HR management of all grievances and Employment Tribunal claims in relation to Equal Pay issues			31 Mar 2010	Paul McGowan	Mid Year: No tribunal dates have been set yet in 2009/10

**Theme 6 An improving Council (CP9-13)**  
**Priority Improve governance and resource management (CP9-13)**  
**Objective Improve accountability to all stakeholders (CP9-13)**


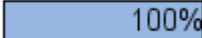



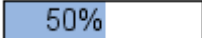
Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Instruct Committee Administration staff to send email copies only of working group and sub-committee reports, agendas, briefing notes and circulars to Elected Members who are not members of these groups (IC/55)			30 Apr 2009	Anne Laird	Mid Year: Action now complete
Review and contribute to improvements in WDC's corporate governance			31 Mar 2010	Andrew Fraser	Mid Year: Standing Orders for meetings reviewed Feb 09 and will be further reviewed in Feb 10 following a member's seminar. Have reviewed the need for changes to contract standing orders (change not required), second consultation with


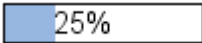


Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
					chief officers regarding possible changes to scheme of delegation. Paper produced on governance arrangements relating to NHS and Council integration proposal.

**Theme 6 An improving Council (CP9-13)**  
**Priority Improve governance and resource management (CP9-13)**  
**Objective Improve approach to risk management (CP9-13)**




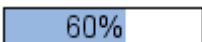





Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Fully embed risk management into the culture of WDC			30 Dec 2009	John Duffy	Mid Year: Action now complete.









**Theme 6 An improving Council (CP9-13)**  
**Priority Improve governance and resource management (CP9-13)**  
**Objective Improve corporate approach to workforce planning (CP9-13)**

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Implement a pilot workforce planning project for SW and H			31 Oct 2009	Francine Ewen	Mid Year Update; this action was completed 07/10/2009
Develop model workforce plan and facilitate workforce planning processes within other 3 departments			31 Jan 2010	Francine Ewen	Initial workshops have been carried out with project teams for Educational Services and Corporate Services and Chief Executive's departments with follow up workshops on 12th November. The HE&ED's workshop is scheduled for 11th November and will combine sessions 1 and 2.
Implement Frontier Workforce Management system to enable provision of accurate and comprehensive workforce analytics to underpin development of workforce plans			31 Mar 2010	Francine Ewen	System went live for basic Employee HR Data on 2nd November 2009 which was our target. We are now working towards implementing the Absence Module for Corporate Services and Chief Executives to support the Absence Pilot which starts on 1st December 2009. We will then be rolling out Self

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
					Service in January/February followed by the Payroll in April 2010.  We have already been able to produce details establishment reports to support the Workforce Planning process.
Commence Phase 1 of a 2-year project to review, update and modernise recruitment, selection and assessment practices to enable better, safer and more robust recruitment.			31 Mar 2010	Francine Ewen	Mid Year Note: Work is on schedule for this action.
Continue further development of national recruitment portal to align with HR system and modernised recruitment practice.			31 Mar 2010	Francine Ewen	Mid Year Note: Work is progressing well on this action.

**Theme 6 An improving Council (CP9-13)**  
**Priority Improve governance and resource management (CP9-13)**  
**Objective Improve medium to long term financial planning (CP9-13)**

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Introduce 12-month council tax payment scheme (IC/5)			28 Feb 2009	Vincent Gardiner	Mid Year update: this action is now complete
Develop 2-year financial plan, incorporate into rolling 10-year financial strategy (IC/6)			31 Mar 2010	Gillian McNeilly	The financial strategy with a 3 year projection at summary level has been approved by CEGC in September 2009. However, the projection are only indicative.
Undertake a review of the need for a new finance review framework (IC/7)			31 Aug 2009	Gillian McNeilly	Mid Year Review: this action is now complete
Review all current debt profiles (IC/8)			29 Apr 2009	Gillian McNeilly	Debt was repaid during April 2009 saving approx £250k per annum.
Review use of long-term cash-flows to reduce or repay borrowings			29 Apr 2009	Gillian McNeilly	Mid Year Review: This action is now complete


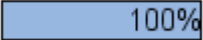

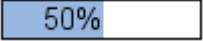

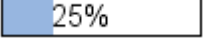

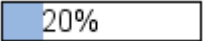



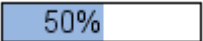
Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
(IC/9)					
Set-up spend-to-save budget for continuous improvement (IC/47,48)		<div style="width: 85%;"><div style="width: 85%;"></div></div> 85%	30 Nov 2009	Gillian McNeilly	Report has been drafted and requires additional information to be incorporated. further information being sought from other Councils
Review and further update the Council's budgetary control process and reporting techniques		<div style="width: 33%;"><div style="width: 33%;"></div></div> 33%	31 Mar 2010	Gillian McNeilly	Short term working group from finance forum currently being established to gather in views from other departments.
Capital working group updates		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	31 Mar 2010	Gillian McNeilly	Mid Year Update: this action is now complete
Capital disposal group		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	31 Mar 2010	Gillian McNeilly	Mid Year Update: this action is complete
Capital programme report to Council		<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%	31 Mar 2010	Gillian McNeilly	Capital programme 2009/10 to 2011/12 reported to Council in August 2009. Further update will be reported early 2010 prior to start of 2010/11
Early identification of possible financial issues to enable action to be taken		<div style="width: 66%;"><div style="width: 66%;"></div></div> 66%	31 Mar 2010	Gillian McNeilly	Capital Budgetary control report identifies departmental issues on expenditure levels and expenditure needs on a regular ongoing basis. Land disposal working group identifies issues in respect of capital receipts, which are then incorporated into the Capital BCR
Continue Treasury Management (07-08) - 1. Treasury Management Practices		<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	31 Mar 2010	Gillian McNeilly	The draft TMPs are awaiting final approval against the new Treasury Code of practice, which has not yet been finalised from draft
Review legal aspects of how an infrastructure hub could be established and operate with partners (IC/10b)		<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%	30 Mar 2010	Alan Douglas	There is to date no sign of a national roll out of the Hub programme beyond the two pilots currently in procurement. Further report will be prepared when any progress is made.

**Theme 6 An improving Council (CP9-13)**

**Priority Improve leadership (CP9-13)**









**Objective Improve leadership and management skills of elected members, the corporate management team, middle management and supervisory staff (CP9-13)**




Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
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Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Facilitate implementation of the performance and personal development framework for the CMT in partnership with the Improvement Service (IC49,50)			31 May 2009	Angela Terry	Mid Year update: Action complete - CEO & Director 09/10 performance objectives completed; reports submitted to Committee 4th & 5th June 2009
Implement a leadership development programme			31 Mar 2010	Angela Terry	Mid year: tender specification developed and published. Nine tender submissions received and evaluation meeting scheduled for end October. Programme implementation scheduled for January.
Develop leadership and management development strategy			31 Mar 2010	Angela Terry	Mid year: A number of development initiatives implemented and established to develop leadership and management capacity e.g SMN, management development programmes, cultural change initiatives, and procurement of leadership programme underway. Longer term strategy will be developed late 2009.
Embed CPD framework for Elected Members and development programme			31 Mar 2010	Angela Terry	Mid year: Draft PDP's developed for members participating within pilot project. Key development needs reported through IS Project Board and workbook toolkit and development materials due for issue during November. In-house training needs assessment issued to members in October to support development of in-house programme.
Develop and implement a framework of training to support managers' skills in conflict management ie using Grievance and D@W policy and practice; mediation resources; conflict resolution techniques;			31 Mar 2010	Francine Ewen	Mid Year Update; Training sessions updated to include reference to ACAS. New training cannot be developed until policies implemented - this will not now be until early January
Maximise responsive support to Elected Members in strategic decision making			30 Oct 2010	Andrew Fraser	Mid Year; have reviewed needs for changes to contract standing orders (change not required), second consultation with chief officers regarding possible changes to scheme of delegation. Report to go to member's seminar on standard orders in the new year with view to reporting to Council in February.




**Theme 6 An improving Council (CP9-13)**  
**Priority Promote continuous improvement and transform service delivery (CP9-13)**  
**Objective Improve overall service performance and self awareness (CP9-13)**


Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Develop business plan for Revenues and Benefits Service		<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>	30 Apr 2010	Marion Smith	Mid Year update: this action is complete
Develop and Implement benefit overpayment policy		<div style="width: 25%;"><div style="width: 25%; background-color: #4F81BD; color: white; text-align: center;">25%</div></div>	31 Mar 2010	Marion Smith	Mid year review: This policy is still in draft form and consultation & formalisation of this policy has been delayed due to priority of Housing Inspection work. The due date has been amended for this action from end June 2009 to end March 2010
Develop benefits take up strategy		<div style="width: 0%;"><div style="width: 0%; background-color: #4F81BD; color: white; text-align: center;">0%</div></div>	31 Mar 2010	Marion Smith	Mid Year Review: Progress on this strategy has been delayed due to priority work for the Housing Inspection. The original due date has been amended from 31st October 2009 to 31st march 2010
Consider feasibility of facility to complete benefits claim on-line		<div style="width: 20%;"><div style="width: 20%; background-color: #4F81BD; color: white; text-align: center;">20%</div></div>	31 Dec 2009	Marion Smith	Mid year review: investigations into the feasibility of this are still being investigated.
Improve Management of ICT Infrastructure and Assets		<div style="width: 12%;"><div style="width: 12%; background-color: #4F81BD; color: white; text-align: center;">12%</div></div>	31 Mar 2010	Patricia Marshall	Several projects which will demonstrate improvements to Council underlying ICT infrastructure are currently underway, including for example standardisation of backup services, replacing end of life equipment, introduction of additional security measures.
Improve Governance of ICT Service		<div style="width: 17%;"><div style="width: 17%; background-color: #4F81BD; color: white; text-align: center;">17%</div></div>	31 Mar 2010	Patricia Marshall	Projects that are currently underway to meeting this action include review of ICT project controls; address audit actions; actions to address high priority ICT risks; restructuring ICT service; annual ICT customer satisfaction survey and council wide review of IT system following SSD outcomes.
Continue to provide a high level of comprehensive legal services having regard to council priorities and new legislation		<div style="width: 0%;"><div style="width: 0%; background-color: #4F81BD; color: white; text-align: center;">0%</div></div>	31 Mar 2010	Alan Douglas	Ongoing Process.
Restructure LA&RS to enhance service delivery		<div style="width: 31%;"><div style="width: 31%; background-color: #4F81BD; color: white; text-align: center;">31%</div></div>	30 Mar 2010	Andrew Fraser	Mid Year update: Principles and issues agreed, licensing restructure to be the subject of staff consultation exercise in near future – 30%



Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
					complete
Analyse results of early intervention team and implement restructure if effective		<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>	31 May 2009	Marion Smith	Mid Year update: action complete
Revise rent arrears policy in conjunction with stakeholders		<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>	31 May 2009	Marion Smith	Mid Year update: action complete
Revise current and former tenant arrears procedures		<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>	31 May 2009	Marion Smith	Mid Year update: action now complete

**Theme 6 An improving Council (CP9-13)**  
**Priority Promote continuous improvement and transform service delivery (CP9-13)**  
**Objective Improve service efficiency and competitiveness (CP9-13)**




Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Modernise Departmental internal business processes by implementing new systems and technologies		<div style="width: 60%;"><div style="width: 60%; background-color: #4F81BD; color: white; text-align: center;">60%</div></div>	31 Mar 2010	Patricia Marshall	Work completed for this action are implementation of Cognisoft system, Pupil placement system, upgrade of social work Carefirst system, delivery of ICT components for PPP project and upgrade of Assessors system. Additional projects are underway.

**Theme 6 An improving Council (CP9-13)**  
**Priority Promote continuous improvement and transform service delivery (CP9-13)**  
**Objective Join-up and share services with other providers (CP9-13)**


Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Establish the Contact Centre as the first point-of-contact for all incoming customer calls and enquiries		<div style="width: 55%;"><div style="width: 55%; background-color: #4F81BD; color: white; text-align: center;">55%</div></div>	31 Mar 2010	Stephen Daly	Mid Year update; Review of approach to developing Customer Engagement Strategy is underway.


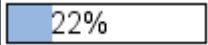

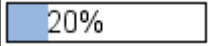
Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Establish one-point reception counters in the two main offices		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 50%	31 Mar 2010	Stephen Daly	Initial discussion with LARS underway and development of options in progress.
Develop local procurement policy (IC/60b)		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	30 Sep 2009	Alison Wood	Mid year update: this action is complete

**Theme 6 An improving Council (CP9-13)**  
**Priority Promote continuous improvement and transform service delivery (CP9-13)**  
**Objective Modernise internal business processes (CP9-13)**




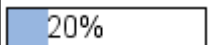
Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Undertake cost-benefit analysis on all telephone and data communications (IC/36)		<div style="width: 68%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 68%	31 Mar 2010	Dorothy Farquhar	Cost benefit analysis on schedule
Undertake feasibility study of creating two video-conferencing suites (IC/40)		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	30 Jun 2009	Dorothy Farquhar	Mid Year update: this action is complete
Deliver WDC Customer First Work Programme		<div style="width: 31%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 31%	31 Mar 2010	Patricia Marshall	Customer First achievements during first part of 09/10 include 1. implementation of online planning system, 2. delivery of additional on line forms, 3. integration of payment system with online forms, 4. migration of several creditors and debtors services to contact centre

**Theme 6 An improving Council (CP9-13)**  
**Priority Promote equal opportunities (CP9-13)**  
**Objective Provide and promote equal opportunities within the Council (CP9-13)**


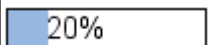
Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Finalise and implement EO policy and supporting guidance		<div style="width: 10%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 10%	29 Jan 2010	Francine Ewen	Mid Year Update; Some slippage on this action but Policies and supporting guidance will be approved by January 2009

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Develop and implement a programme of EO awareness raising sessions for managers on policy and guidance			31 Mar 2010	Francine Ewen	Mid Year Note; Modular one hour awareness training sessions on each equality strand have been designed
Develop management reporting framework on range of EO indicators in line with capability of new HR system			31 Mar 2010	Francine Ewen	Mid Year Update; Draft benchmarking areas and information have been identified, work on key reporting requirements is well advanced



**Theme 6 An improving Council (CP9-13)**  
**Priority Value our employees (CP9-13)**  
**Objective HROD Develop skills and competencies to meet business needs**

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Implement an organisational learning and development strategy			31 Mar 2010	Angela Terry	Mid year: Development deferred to second half of the year due to completion of team restructure.
Implement a Corporate Development plan linked to business and individual need			31 Mar 2010	Angela Terry	Mid year: Delivery of core programme maintained however wider programme development deferred to second half of the year pending completion of OD team restructure.




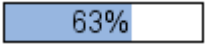

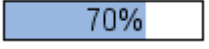

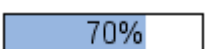

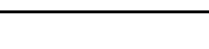
**Theme 6 An improving Council (CP9-13)**  
**Priority Value our employees (CP9-13)**  
**Objective HROD Improve personal performance (PDP)**


Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Develop and implement a framework for managing individual performance and personal development planning			31 Mar 2010	Angela Terry	Mid year: early development of the framework and core competencies underway. Further development will progress in second half of the year following completion of OD team restructure.

**Theme 6 An improving Council (CP9-13)**  
**Priority Value our employees (CP9-13)**  
**Objective Improve consultation and communication with employees (CP9-13)**


Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Improve consultation and communication			31 Dec 2009	Gillian McNeilly	Work has been ongoing regarding the structure of the finance forum, including an informal training sessions plan going forward (as agreed by the group). The finance forum is used as a two way communication and consultation arena. General financial information of interest to the finance forum is being passed on through use of email.

**Theme 6 An improving Council (CP9-13)**  
**Priority Value our employees (CP9-13)**  
**Objective Improve employee attendance (CP9-13)**




Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Develop Wellbeing and Attendance strategy and action plan			31 Oct 2009	Francine Ewen	Mid Year Update - Action fully completed awaiting impact assessment
Review and revise Maximising attendance policy			31 Mar 2010	Francine Ewen	Mid Year Note - Policy drafted, ongoing impact assessment on track for implementation 31 March 2010
Progress year 2 of 3 year Stress Action plan			31 Mar 2010	Francine Ewen	Mid Year Note - Delay to the Stress Policy due to Lead Officers absence for an extended period.
Implement Absence module within Frontier HR system and develop framework for absence reporting for managers			31 Mar 2010	Francine Ewen	Mid Year Note - This is on track for completion on time
Continue the development of the Occupational Health Service to enable the provision of proactive activity in the areas of health promotion/HWL/policy development and wellbeing initiatives.			31 Mar 2010	Francine Ewen	Mid Year Note - Milestones achieved other actions on schedule.


Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Develop management skill in attendance management within pre-employment practice: absence management - short and long term: rehabilitation: reasonable adjustment: wellbeing		<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	31 Mar 2010	Francine Ewen	Mid Year Note - Actions will be dependant on the implementation of the new policy and it is anticipated that this is on track.






**Theme 6 An improving Council (CP9-13)**  
**Priority Value our employees (CP9-13)**  
**Objective Improve morale and employee perceptions of feeling valued (CP9-13)**

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Implement outcomes of organisational culture change initiative		<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	31 Mar 2010	Angela Terry	Mid year: Planned approach to cultural change now developed and being progressed through BV Cultural work-stream.

**Theme 6 An improving Council (CP9-13)**  
**Priority Value our employees (CP9-13)**  
**Objective Promote fair and transparent employment practices (CP9-13)**

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Develop 2-year rolling programme of HR policy review and development with associated action plan		<div style="width: 100%;"><div style="background-color: #4F81BD; width: 100%;"></div></div> 100%	31 Aug 2009	Francine Ewen	Mid Year update: this action is complete
Manage and co-ordinate the annual phased implementation of HR policy		<div style="width: 30%;"><div style="background-color: #4F81BD; width: 30%;"></div></div> 30%	31 Mar 2010	Francine Ewen	Mid Year Update; This action is progressing on Target
Rewrite key HR policies in line with new legislation and HR modernisation practice ie Discipline; Grievance; Performance Improvement: Flexible Retirement:		<div style="width: 63%;"><div style="background-color: #4F81BD; width: 63%;"></div></div> 63%	31 Mar 2010	Francine Ewen	Mid Year Update; This action is proceeding on target

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Discretions:					
Review HR written communications format for managers re HR policy, procedure and practice.		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">70%</div>	31 Mar 2010	Francine Ewen	Mid Year Update; This action is proceeding on target

Action Status	
	Cancelled
	Overdue; No longer assigned
	Unassigned; Not Started; Check Progress
	Resuming; In Progress; Assigned
	Completed