
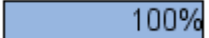




# Corporate Services Year End Action Progress Report

**Report Author:** Linda Butler  
**Generated on:** 11 May 2010



**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			31 Mar 2010	Graham Pollock	The scheme of assistance was approved on 3 March 2010. The document clarifies the role of the Environmental Health Section as being responsible for enforcement of the legislation.



**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			31 Mar 2010	Anne Laird	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			31 Mar 2010	John Duffy	Report approved by Chief Executive and sent to Executive Directors week beginning 11th January 2010. Inspected 5% of all contractor construction sites within the authority.





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			01 Sep 2009	John Stevenson	New arrangement with the SSPCA for the detention of stray dogs approved by the Corporate and Efficient Governance Committee on 24 June 2009. Implementation date 1 September 2009. Briefing paper issued to members on charging scheme.





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			14 Dec 2010	Nigel Ettles	The transfer successfully took place on its scheduled date of 14 December 2009.

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






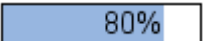

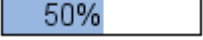


Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Complete local air quality update and screening assessment			30 Apr 2009	John Stevenson	Update and Screening Assessment Report completed and approved by the Scottish Government on 27/5/09. Briefing note sent to Council Members in December 2009.
Review and implement contaminated land strategy			31 Mar 2010	John Stevenson	One Ecological Survey carried out at Cordale Point; 10 desk top studies undertaken; tender preparation in respect of site investigation and remedial works at Cordale Point, William Street Duntocher and the Carless site in Old Kilpatrick. These works shall be carried out during 2010/11.

**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.			03 Jun 2010	Anne Laird	As at 25 March, the date for the General Election has not yet been confirmed. Preparations are advanced in terms of organising an election within the likely timescales. The last possible date for a General Election is 3 June 2010. Successful running of General Election held on 6 May 2010.
Prepare and implement systems for successful administration of European Parliamentary elections in June 2009.			31 Mar 2010	Anne Laird	Action now complete


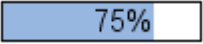
**Theme 6 An improving Council (CP9-13)**  
**Priority Improve governance and resource management (CP9-13)**  
**Objective HROD To progress the Pay Modernisation Agenda within WDC**

Action	Status	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
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	Icon				
To develop and implement Pay Modernisation strategies			31 Mar 2010	Paul McGowan	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 departments.
To implement and manage the Job Evaluation Appeals process			31 Mar 2010	Paul McGowan	Appeals Hearings commenced in November 2009 in conjunction with initial review of submissions. Initial Review of submissions expected to be completed by the end of February 2010. Hearings in connection with group appeals will commence on 24/02/10.
To coordinate the development of strategies to mitigate detriment within the Council			30 Jun 2010	Paul McGowan	Unable to prepare report until negotiations on national pay award have progressed 10/05/10
To facilitate the integration of Job Evaluation and new terms & conditions of employment into operational HR within WDC			30 Jun 2010	Paul McGowan	Ongoing proposals subject to negotiations with Trade unions
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	No tribunal dates have been scheduled in 2010 to date.

**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	Action now complete
Review and contribute to			31 Mar 2010	Andrew Fraser	A standing order seminar was held for members on


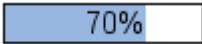

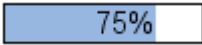

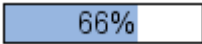

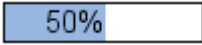
Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
improvements in WDC's corporate governance					22 February 2010 and a report has been submitted to the March Council dealing with proposed changes to standing orders, contract standing orders, scheme of delegation and changes relating to NHS governance arrangements. New Standing Orders agreed by Council In March and implemented in April 2010.
Investigate the viability of a Petitions Committee			31 Aug 2010	Anne Laird	Community Participation Committee on 14 April continued consideration of this item to next meeting on 16 June to allow additional time for community representatives to consider the report. This will delay the overall progress of this issue.

**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	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)**


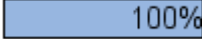



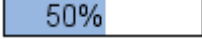






Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Implement a pilot workforce planning project for SW and H			31 Oct 2009	Francine Ewen	This action was completed successfully
Develop model workforce plan and facilitate workforce planning processes within other 3 departments			31 Mar 2010	Francine Ewen	A policy framework to enable departments to manage development of workforce plans is in place

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
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	We are still working towards running the first live payruns in April 2010
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	This action was largely completed, implementation of the a revised recruitment and selection policy will take place during 2010/2011
Continue further development of national recruitment portal to align with HR system and modernised recruitment practice.			31 Mar 2010	Francine Ewen	This action was largely completed, development of a seamless tracking system will be taken forward in 2010/2011
Review long-term workforce planning implications for each of the 8 key strategic priorities			31 May 2010	Tricia O'Neill	Incorporated workforce plan for the 8 key strategic priorities into directorate workforce plans. Draft workforce plan completed end of March 2010.

**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	This action is now complete
Develop 2-year financial plan, incorporate into rolling 10-year financial strategy (IC/6)			30 Apr 2010	David Connell	Now addressed through the financial strategic working group.
Undertake a review of the need for a new finance review framework (IC/7)			31 Aug 2009	Gillian McNeilly	This action is now complete
Review all current debt profiles (IC/8)			29 Apr 2009	Gillian McNeilly	This action is now complete. Debt was repaid during April 2009 saving approx £250k per annum.




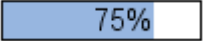



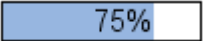

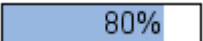




Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Review use of long-term cash-flows to reduce or repay borrowings (IC/9)		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	29 Apr 2009	Gillian McNeilly	This action is now complete
Set-up spend-to-save budget for continuous improvement (IC/47,48)		<div style="width: 85%;"><div style="width: 85%; background-color: #4f81bd; color: white; text-align: center;">85%</div></div>	30 Nov 2009	Gillian McNeilly	Report revised and HoF to discuss with DoCS - issues surround economic climate & current financial position & identification of cash savings through e.g. Kaizen Blitz
Review and further update the Council's budgetary control process and reporting techniques		<div style="width: 66%;"><div style="width: 66%; background-color: #4f81bd; color: white; text-align: center;">66%</div></div>	31 Aug 2010	Gillian McNeilly	CMT have agreed timetable for reporting & additional information to be attached for members information to these reports - start date changed to aug 2010 as at time of first bcr to council 2010/11
Capital working group updates		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	Gillian McNeilly	This action is now complete
Capital disposal group		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	Gillian McNeilly	This action is complete
Capital programme report to Council		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	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: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2010	Gillian McNeilly	This action is now complete. 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%; background-color: #4f81bd; color: white; text-align: center;">80%</div></div>	31 May 2010	Gillian McNeilly	The TMPS do not require to go for Members approval. However, a report will be presented to members with information contained in the TMPs in May 10. Regulations surrounding investment regulations has held back with finalising the TMPs
Review legal aspects of how an infrastructure hub could be established and operate with partners (IC/10b)		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	30 Mar 2010	Alan Douglas	Understood this has been passed to SW to progress. Instructions to be sought from Director of CS as to whether action required from Legal Services at this stage.
Review long-term financial planning implications for each of the 8 key strategic priorities		<div style="width: 57%;"><div style="width: 57%; background-color: #4f81bd; color: white; text-align: center;">57%</div></div>	30 Jun 2010	David Connell	Now part of action plan being reviewed by Strategic Finance Working Group

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Develop & deliver Members and Senior Officers training programme on strategic financial issues			31 Mar 2011	David Connell	Develop and deliver members and senior officer training programme of strategic financial issues - treasury management, prudential borrowing, arrears management, option appraisal techniques, competitiveness, activity based costing, cross cutting programmes.
Review budget process			31 Mar 2011	David Connell	Report due to go to CMT/SFWG prior to summer months for comment on the timetable/process for the budget 2011/12. Meantime, report to SFWG for discussion 30/4/10 regarding current projection on budget gap 2011/12 + 2 years
Complete review of income maximisation project			31 Mar 2011	David Connell	due to the recent sales fees and charges increases and council decision for no further increase to 1/4/11 , this project has been put on hold
Develop framework to assist in the setting, measuring and realisation of efficiency targets into the budget process			30 Jun 2011	David Connell	CMT have agreed additional information to be reported to Council within the budgetary control process for measuring action and realisation of the efficiency targets and saving options agreed by members. This will commence for August 2010 BCR
Develop financial planning process through new commissioning strategies			31 Mar 2011	David Connell	Discussion paper on strategies has been presented for discussion to the CMT. Any update in the planning process will link into the outcome from this
Further develop linkages between budget planning, service planning and workforce planning			31 Mar 2011	David Connell	this will be initially developed during the budget planning for 2011/12 and further developed once the centralisation/ restructure/ new workforce management system are embedded

**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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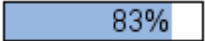



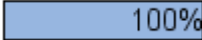




Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Facilitate implementation of the performance and personal development framework for the CMT in partnership with the Improvement Service (IC49,50)			31 May 2009	Angela Terry	Action complete - CEO & Director 09/10 performance objectives completed; reports submitted to Committee 4th & 5th June 2009
Implement a leadership development programme			30 Jun 2010	Angela Terry	Programme launched and implemented mid April; first evaluation will be undertaken on completion of first workshop by all 5 groups (end April).
Develop leadership and management development strategy.			31 Mar 2010	Angela Terry	Leadership and management development programmes now established and implemented across all management levels. Key support frameworks including the SMN, defined roles for leadership groups, personal objective setting, and engagement in culture change programme all underway. Initial draft of management development strategy completed and being reviewed; publication of full strategy extended to mid 2010.
Embed CPD framework for Elected Members and development programme			31 Mar 2010	Angela Terry	Evaluation of CPD framework and personal development plan process underway. Allocation of business for members will support greater planned approach for development seminars and member engagement.
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	Linda McAlister	There was a delay in trade union agreement to proceed with these policies. Progress has been made and it is anticipated that the policies will not be approved until June. Training development will be carried forward to 2010-2011 as an action.
Develop Senior Manager Network forum to embed ownership of organisational performance and improvement plan			31 Mar 2011	Angela Terry	SMN programme now established and focus for corporate communication, organisational performance, and management development.
Establish a corporate behaviour and values framework for all managers and staff			31 Mar 2011	Angela Terry	Group role and behaviours defined for key leadership groups; consultation with I&EE underway prior to final agreement. Leadership values for senior managers developed and built into leadership development programme.



Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
					Development of detailed individual behaviours in progress as part of PDP framework development.
Identify leadership skills and behaviours and associated development programme to support strategic leadership and culture change		<div style="width: 80%;"><div style="background-color: #4F81BD; color: white; text-align: center; padding: 2px;">80%</div></div>	31 Mar 2011	Tricia O'Neill	Roles and behaviours now defined for key leadership groups. Development of individual behaviours in progress. Leadership development programme will launch on 1/4/2010 and will address development of leadership behaviours and skills
Build organisational clarity and capacity to support culture change and promote leadership at all levels		<div style="width: 40%;"><div style="background-color: #4F81BD; color: white; text-align: center; padding: 2px;">40%</div></div>	31 Mar 2011	Angela Terry	Development of approach to departmental action planning underway. First pulse survey drafted and due to be issued end of April.
Maximise responsive support to Elected Members in strategic decision making		<div style="width: 100%;"><div style="background-color: #4F81BD; color: white; text-align: center; padding: 2px;">100%</div></div>	30 Oct 2010	Andrew Fraser	A seminar was held for members on standing orders on 22 February 2010 and report submitted to March 2010 Council dealing with changes to standing orders, contract standing orders, scheme of delegation and reflecting NHS integration governance issues.




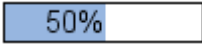



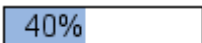


**Theme 6 An improving Council (CP9-13)**  
**Priority Promote continuous improvement and transform service delivery (CP9-13)**  
**Objective Improve overall service performance and self awareness (CP9-13)**

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="background-color: #4F81BD; color: white; text-align: center; padding: 2px;">100%</div></div>	30 Apr 2010	Marion Smith	This action is complete
Develop and Implement benefit overpayment policy		<div style="width: 25%;"><div style="background-color: #4F81BD; color: white; text-align: center; padding: 2px;">25%</div></div>	31 Mar 2010	Marion Smith	Work has been delayed pending the completion of the Housing Inspection. Policy is in draft form at present.
Develop benefits take up strategy		<div style="width: 0%;"><div style="background-color: #4F81BD; color: white; text-align: center; padding: 2px;">0%</div></div>	31 Mar 2010	Marion Smith	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: 100%;"><div style="background-color: #4F81BD; color: white; text-align: center; padding: 2px;">100%</div></div>	31 Mar 2010	Marion Smith	Jan 10 Change due date from 31st December 09 to 31st March 10

Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Improve Management of ICT Infrastructure and Assets			31 Mar 2010	Patricia Marshall	This action spanned 2 financial years and encompasses several significant IT infrastructure projects - milestones for this action will continue into new Financial year.
Improve Governance of ICT Service			31 Mar 2010	Patricia Marshall	This action spanned 2 financial years and encompasses changes to IT working practices and procedures - milestones for this action will continue into new Financial year.
Implement revised performance and personal development framework			31 Mar 2011	Angela Terry	Project milestones and timeline reassessed due to resource capacity. Additional resources now being assigned to deliver and implement framework over next 3mths.
Identify and publish relevant HR policies and procedures on the Council internet site			15 Mar 2010	Francine Ewen	relevant policies have been published on the public website at under the 'employment matters' section.
Restructure LA&RS to enhance service delivery			30 Mar 2010	Andrew Fraser	A restructuring plan is currently with the Corporate Service Director for review and consideration.
Analyse results of early intervention team and implement restructure if effective			31 May 2009	Marion Smith	Action complete
Revise rent arrears policy in conjunction with stakeholders			31 May 2009	Marion Smith	Action complete
Revise current and former tenant arrears procedures			31 May 2009	Marion Smith	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
Undertake competitiveness review of 5 priority services within Corporate Services			31 May 2010	Alistair Johnston	Some work on Comparisons underway. Report to Committee re Printing services



Action	Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
Prepare Office Manual			31 Dec 2009	Alison Wood	Office manual now complete. Hard copy available in CPU Office. Also available on Shared network. Staff have been asked to confirm that they have read and understand manual.
Establish a risk register.			31 Mar 2010	Alison Wood	Action has not been progressed by due date because of other work priorities in the Procurement Section. However, a meeting has been arranged with John Duffy on 30th March to discuss a workshop for the Procurement staff to identify and prioritise risks. It is hoped that a risk register can be drawn up shortly thereafter.
Identify and train an Assistant Card Administrator			31 Dec 2009	Alison Wood	Donald Cruikshank has now left WDC. Gillian McNeilly has advised that Angela Tillery will be the Assistant card Administrator. Purchasing Card Officer will arrange system access and arrange training w/c 19th April 2010
Develop Activity Based Costing			30 Jun 2010	Margaret McCluskey	This action will continue into the next financial year as the Competitiveness Group develops and activity information is collected.
Modernise Departmental internal business processes by implementing new systems and technologies			31 Mar 2010	Patricia Marshall	Many of the projects required for the completion of this action span 2 financial years and require input from 3rd party suppliers, departmental & ICT resources - milestones for this action will continue into new Financial year.

**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			31 Mar 2010	Stephen Daly	Waste Services delivered, however, Repairs Services not straightforward to move in existing condition. Technology advancements required for telephone systems and re-engineering required of repairs existing processes. Discussions continue to


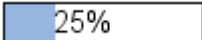

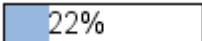


Action	Status Status Icon	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
					take this forward
Establish one-point reception counters in the two main offices (IC/38).		<div style="width: 69%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 69%	31 Mar 2010	Stephen Daly	Completion of the four outstanding milestone for this action has been rolled over into the 2010/14 CS Department Plan as Action No. CS/1014/FICT/032.
Develop local procurement policy (IC/60b)		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	30 Sep 2009	Alison Wood	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: 89%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 89%	31 Mar 2010	Dorothy Farquhar	Completion of the single outstanding milestone for this action has been rolled over into the 2010/14 CS Department Plan as Action No. CS/1014/FICT/031.
Undertake feasibility study of creating two video-conferencing suites (IC/40)		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	30 Jun 2009	Dorothy Farquhar	This action is complete
Deliver WDC Customer First Work Programme		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31 Mar 2010	Patricia Marshall	This action spanned 2 financial years and encompasses changes to Councils web site and transfer of services to be delivered via Contact Centre - milestones for this action will continue into new Financial year.

**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	Status Progress Bar	Due Date	Assigned To	Notes & History Latest Note
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	Icon				
Finalise and implement EO policy and supporting guidance			31 Mar 2010	Francine Ewen	The JCF in March followed the CEGC; it is necessary for the JCF to be consulted ahead of presentation to the CGEC committee; This action will be carried into next year and the policy will be presented to CEGC in May 2010
Develop and implement a programme of EO awareness raising sessions for managers on policy and guidance			31 Mar 2010	Francine Ewen	This action is in support of CS/HROD/028/9-13, since this has been delayed, the remainder of this action will be carried forward into 2010/2011, however supporting training sessions have been drafted for use when needed.
Develop management reporting framework on range of EO indicators in line with capability of new HR system			31 Mar 2010	Francine Ewen	A framework aligned with the capacities of the WMS has been identified.



**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	Structural changes and resource capacity continue to impact on team deliverables. Options for resources currently being explored as part of HROD restructure and development of learning strategy deferred pending resource allocation.
Implement a Corporate Development plan linked to business and individual needs.			31 Mar 2010	Angela Terry	Delivery of corporate development programmes continues to focus on key priorities of staff induction and management development. Further training programmes deferred due to current resource capacity; options for additional resources being explored as part of HROD restructure.
Implement manager's induction framework			31 Mar 2011	Angela Terry	Induction programme now implemented for new managers and evaluation completed. Development of supporting manager's toolkit underway.




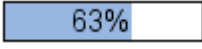

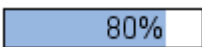






**Theme 6 An improving Council (CP9-13)**  
**Priority Value our employees (CP9-13)**  
**Objective HROD Improve personal performance (PDP)**

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		<div style="width: 16%;"><div style="width: 16%; background-color: #4f81bd; color: white; text-align: center;">16%</div></div>	31 Mar 2010	Angela Terry	Project delayed pending completion of OD team restructure and current resource capacity. Additional resource being allocated to complete project within next 3mths.

**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		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Dec 2009	Gillian McNeilly	This action is complete. 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.
In partnership with Trade Unions, develop a framework to support a range of early dispute resolution measure to promote the effective resolution of workplace conflict at an informal stage.		<div style="width: 40%;"><div style="width: 40%; background-color: #4f81bd; color: white; text-align: center;">40%</div></div>	31 Mar 2011	Francine Ewen	We have established a mediation service with an active group of trained mediators, undertaking networking and professional development.
Provide strategic challenge on systems and processes to ensure alignment with the required culture change		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31 Mar 2011	Angela Terry	Cultural change evaluation now included within each Strategic Leadership workstream meeting to measure current practice and impact of change. First pulse survey drafted and due for issue end of April to gauge staff perception.



**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	Action Fully Completed by end Oct 2009. Implementation of Action Plan ongoing
Review and revise Maximising attendance policy			31 Mar 2010	Francine Ewen	There is currently a Maximising Attendance Policy in place. This action has been deferred in line with the restructure of HR and OD and the resultant development of the HR Connect contact centre and case management function. Anticipated implementation March 2011.
Progress year 2 of 3 year Stress Action plan			31 Mar 2010	Francine Ewen	This Action is 80% completed. Progress on the development of a stress policy has been delayed and will be deferred to year 3 of the 3 year Action Plan.
Implement Absence module within Frontier HR system and develop framework for absence reporting for managers			31 Mar 2010	Francine Ewen	Absence Module still under development. New procedures in place across Corporate Services and Chief Executives Department. Full roll out to all Departments expected following restructure of HR & OD and further system development.
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	This Action is Fully Completed. Significant achievement is the relocation of OH to a custom developed OH Suite.
Develop management skill in attendance management within pre-employment practice: absence management - short and long term: rehabilitation: reasonable adjustment: wellbeing			31 Mar 2010	Francine Ewen	Action Fully Completed and the development of management skill in attendance management is ongoing.

**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			31 Mar 2010	Angela Terry	Approach to key change themes implemented e.g leadership development, management development, communication strategy, and technology development. Plans communicated to staff through SMN & Westlife; dept teams will now be established to test approach and incorporate staff feedback.

**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			31 Aug 2009	Linda McAlister	This action was completed successfully
Manage and co-ordinate the annual phased implementation of HR policy			31 Mar 2010	Linda McAlister	Policy and Procedure Action Plan was developed at beginning of year which outlined all key policies which were required to be developed/updated during the year.
Rewrite key HR policies in line with new legislation and HR modernisation practice ie Discipline; Grievance; Performance Improvement; Flexible Retirement; Discretions:			31 Mar 2010	Linda McAlister	Policies were rewritten in line with ACAS Guidance. Training on these policies will not be rolled out until later this year as discussions with trades unions on these draft policies took longer than anticipated. Training will be developed in June/July 2010.
Review HR written communications format for managers re HR policy, procedure and practice.			31 Mar 2010	Linda McAlister	full review undertaken and completed. Framework developed in line with Corporate Communication Framework to ensure that Managers are notified of changes to policy, procedure etc.

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