

# Corporate Services Department Plan

## Appendix 2b Actions

Generated on: 25 May 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	Assigned To	Start Date	Due Date
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	Graham Pollock	01/04/2009	31/03/2010

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	Assigned To	Start Date	Due Date
Prioritise works and secure budget for the repair and maintenance of council buildings, particularly Clydebank Town Hall and WDC's municipal buildings	Anne Laird	01/04/2009	31/03/2010

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	Assigned To	Start Date	Due Date
Reduce the number of days lost by Council employees through work related injury	John Duffy	31/03/2004	31/03/2010

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

Action	Assigned To	Start Date	Due Date
Acquire new dog kennels	John Stevenson	01/04/2009	30/09/2009

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

Action	Assigned To	Start Date	Due Date
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Action	Assigned To	Start Date	Due Date
Help to ensure a seamless transition of the District Courts to Scottish Court Services in 2009	Nigel Ettles	01/04/2009	31/03/2010

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

Action	Assigned To	Start Date	Due Date
Complete local air quality update and screening assessment	John Stevenson	01/04/2009	01/09/2009
Review and implement contaminated land strategy	John Stevenson	01/04/2009	01/09/2009

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	Assigned To	Start Date	Due Date
Plan, organise, administer and run successful elections	Anne Laird	01/04/2009	31/12/2009
Prepare and implement systems for successful administration of European Parliamentary elections in June 2009.	Anne Laird	01/04/2009	31/03/2010

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	Assigned To	Start Date	Due Date
To facilitate the integration of Job Evaluation and new terms & conditions of employment into operational HR within WDC	Paul McGowan	01/04/2009	01/03/2010
To develop and implement Pay Modernisation strategies	Paul McGowan	01/04/2009	31/03/2010
To implement and manage the Job Evaluation Appeals process	Paul McGowan	01/04/2009	31/03/2010
To coordinate the development of strategies to mitigate detriment within the Council	Paul McGowan	01/04/2009	31/03/2010
To effectively deal with the HR management of all grievances and Employment Tribunal claims in relation to Equal Pay issues	Paul McGowan	01/04/2009	31/03/2010

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

Action	Assigned To	Start Date	Due Date
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Action	Assigned To	Start Date	Due Date
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	Anne Laird	13/02/2009	30/04/2009
Review and contribute to improvements in WDC's corporate governance	Andrew Fraser	01/04/2009	31/03/2010
Prudently manage Corporate Services budget	Joyce White	01/04/2009	30/04/2010

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

Action	Assigned To	Start Date	Due Date
Fully embed risk management into the culture of WDC	John Duffy	01/04/2009	31/08/2009

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	Assigned To	Start Date	Due Date
Implement a pilot workforce planning project for SW and H	Francine Ewen	01/04/2009	31/10/2009
Develop model workforce plan and facilitate workforce planning processes within other 3 departments	Francine Ewen	01/10/2009	31/01/2010
Develop corporate workforce plan for the Council incorporating departmental workforce planning requirements	Francine Ewen	01/01/2010	31/03/2010
Implement Frontier Workforce Management system to enable provision of accurate and comprehensive workforce analytics to underpin development of workforce plans	Francine Ewen	01/04/2009	31/03/2010
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.	Francine Ewen	01/04/2009	31/03/2010
Continue further development of national recruitment portal to align with HR system and modernised recruitment practice.	Francine Ewen	01/04/2009	31/03/2010

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	Assigned To	Start Date	Due Date
Introduce 12-month council tax payment scheme	Vincent Gardiner	01/04/2009	28/02/2009
Review all current debt profiles	Gillian McNeilly	01/04/2009	29/04/2009
Review use of long-term cash-flows to reduce or repay borrowings	Gillian McNeilly	09/04/2009	29/04/2009
Review financial aspects of how an infrastructure hub could be established and operate with partners	Gillian McNeilly	30/04/2009	30/04/2009
Set-up spend-to-save budget for continuous improvement	Gillian McNeilly	01/04/2009	30/04/2009
Undertake a review of the need for a new finance review framework	Gillian McNeilly	09/04/2009	31/08/2009
Review legal aspects of how an infrastructure hub could be established	Alan Douglas	01/04/2009	30/09/2009

Action	Assigned To	Start Date	Due Date
and operate with partners			
Develop 2-year financial plan	Gillian McNeilly	09/04/2009	31/03/2010
Review and further update the Council's budgetary control process and reporting techniques	Gillian McNeilly	01/04/2009	31/03/2010

**Theme: 6 An improving Council (CP9-13)**  
**Priority: Improve leadership (CP9-13)**  
**Objective: HROD Review political and managerial structures**

Action	Assigned To	Start Date	Due Date
Embed CPD framework for Elected Members and development programme	Angela Terry	01/04/2009	31/03/2010
Implement strategic leadership action plan	Angela Terry	01/04/2009	01/04/2010

**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	Assigned To	Start Date	Due Date
Facilitate implementation of the performance and personal development framework for the CMT in partnership with the Improvement Service	Angela Terry	12/05/2009	31/05/2009
Implement a leadership development programme	Angela Terry	01/06/2009	31/03/2010
Develop leadership and management development strategy	Angela Terry	01/06/2009	31/03/2010
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;	Francine Ewen	01/04/2009	31/03/2010
Maximise responsive support to Elected Members in strategic decision making	Andrew Fraser	01/04/2009	30/10/2010

**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	Assigned To	Start Date	Due Date
Develop strategy with Welfare Rights	Marion Smith	30/04/2009	31/05/2009
Investigate seconding debt advisor to work in Revenues Section	Vincent Gardiner	01/04/2009	31/05/2009
Analyse results of early intervention team and implement rstructure if effective	Marion Smith	01/04/2009	31/05/2009
Revise rent arrears policy in conjunction with stakeholders	Marion Smith	01/04/2009	31/05/2009
Revise current and former tenant arrears procedures	Marion Smith	30/04/2009	31/05/2009
Develop and Implement benefit overpayment policy	Marion Smith	01/04/2009	30/06/2009
Develop benefits take up strategy	Marion Smith	01/04/2009	31/10/2009
Consider feasibility of facility to complete benefits claim on-line	Marion Smith	01/04/2009	31/12/2009

Action	Assigned To	Start Date	Due Date
Restructure LA&RS to enhance service delivery	Andrew Fraser	01/04/2009	30/03/2010
Continue to provide a high level of comprehensive legal services having regard to council priorities and new legislation	Alan Douglas	01/04/2009	31/03/2010
Improve Governance of ICT Service	Patricia Marshall	01/04/2009	31/03/2010
Improve Management of ICT Infrastructure and Assets	Patricia Marshall	01/04/2009	31/03/2010
Develop business plan for Revenues and Benefits Service	Marion Smith	18/05/2009	30/04/2010

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	Assigned To	Start Date	Due Date
Modernise Departmental internal business processes by implementing new systems and technologies	Patricia Marshall	01/04/2009	31/03/2010

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	Assigned To	Start Date	Due Date
Develop local procurement policy	Alison Wood	22/04/2009	30/06/2009
Establish one-point reception counters in the two main offices	Stephen Daly	01/04/2009	30/12/2009
Establish the Contact Centre as the first point-of-contact for all incoming customer calls and enquiries	Stephen Daly	26/03/2009	31/12/2009

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	Assigned To	Start Date	Due Date
Undertake feasibility study of creating two video-conferencing suites	Dorothy Farquhar	22/04/2009	30/06/2009
Undertake cost-benefit analysis on all telephone and data communications	Dorothy Farquhar	20/04/2009	31/12/2009
Deliver WDC Customer First Work Programme	Patricia Marshall	09/04/2009	31/03/2010

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	Assigned To	Start Date	Due Date
Finalise and implement EO policy and supporting guidance	Francine Ewen	01/04/2009	31/10/2009
Develop and implement a programme of EO awareness raising sessions for managers on policy and guidance	Francine Ewen	01/09/2009	31/03/2010

Action	Assigned To	Start Date	Due Date
Develop management reporting framework on range of EO indicators in line with capability of new HR system	Francine Ewen	01/06/2009	31/03/2010

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

Action	Assigned To	Start Date	Due Date
Implement an organisational learning and development strategy	Angela Terry	01/04/2009	31/03/2010
Implement a Corporate Development plan linked to business and individual need	Angela Terry	01/04/2009	31/03/2010

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

Action	Assigned To	Start Date	Due Date
Develop and implement a framework for managing individual performance and personal development planning	Angela Terry	01/04/2009	31/03/2010
Implement a competency framework	Angela Terry	01/04/2009	31/03/2010

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

Action	Assigned To	Start Date	Due Date
Improve consultation and communication	Gillian McNeilly	01/04/2009	31/03/2010

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

Action	Assigned To	Start Date	Due Date
Develop Wellbeing and Attendance strategy and action plan	Francine Ewen	01/06/2009	31/10/2009
Progress year 2 of 3 year Stress Action plan	Francine Ewen	01/04/2009	31/03/2010
Implement Absence module within Frontier HR system and develop framework fo absence reporting for managers	Francine Ewen	01/07/2009	31/03/2010
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.	Francine Ewen	01/04/2009	31/03/2010
Develop management skill in attendance management within pre-employment practice: absence management - short and long term: rehabilitation: reasonable adjustment: wellbeing	Francine Ewen	01/04/2009	31/03/2010
Review and revise Maximising attendance policy	Francine Ewen	01/05/2009	31/03/2010

Action	Assigned To	Start Date	Due Date
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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	Assigned To	Start Date	Due Date
Implement outcomes of organisational culture change initiative	Angela Terry	01/04/2009	31/03/2010
Evaluate impact of key change catalysts	Angela Terry	01/04/2009	31/03/2010

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

Action	Assigned To	Start Date	Due Date
Develop 2-year rolling programme of HR policy review and development with associated action plan	Francine Ewen	01/05/2009	31/08/2009
Manage and co-ordinate the annual phased implementation of HR policy	Francine Ewen	01/04/2009	31/03/2010
Rewrite key HR policies in line with new legislation and HR modernisation practice ie Discipline; Grievance; Performance Improvement: Flexible Retirement: Discretions:	Francine Ewen	01/04/2009	31/03/2010
Review HR written communications format for managers re HR policy, procedure and practice.	Francine Ewen	01/04/2009	31/03/2010