

Summary Performance Statement: Customer First
2005 - 06 Full Year Stage

Target Outcome BC1						
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays
BC1.1	Deliver a 3-year Change Programme, which realises the benefits identified in the Business Case / Programme Initiation Document.	Define and scope Programme and implement Governance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	'Customer First' Programme communicated to Customer First Steering Group, and monitored at regular intervals.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
		Deliver items planned for completion during 05/06.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Business Change exercises completed in FY 2005/06 for Housing Repairs, Building Control and Development Quality. Housing Business Change exercise underway, in accordance with council-wide Change Programme.
BC1.2	Develop & implement a Corporate Customer Contact and Service strategy.	Produce updated Customer Contact and Service strategy by end May 2005.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Customer Service Strategy completed and delivered to Executive Team in June 2005. Implementation of planned activities to be undertaken in 2006/07.
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
BC1.3	Deliver a 3-year Process Improvement Project, which delivers a minimum 5% reduction in transaction costs per annum.	Develop Process Improvement (BPR) Project plan.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Council-wide Business Change Programme produced.
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Deliver BPR activities planned for 05/06.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Phase 1 underway, with early focus on Housing Change Programme.

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BC1.4	Develop Partnership Strategy to address and incorporate Efficient Government agenda.	Develop Partnership Strategy.	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Working with Falkirk, Stirling and Perth & Kinross Council's to develop the Business Case for a Shared Service Centre
			<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
		Develop Partnership plans.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Plans developing to deliver Stage 2 EGF submission by August 2006
		Deliver items scheduled for delivery during 05/06.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> Delivered Stage 1 bid in July. Given notice of successful bid at the end of September. Developing plans to deliver Stage 2 bid by August 2006.
BC1.5	Improve and rationalise the way the Council manages property-related information.	Integrate Corporate Address Gazetteer (ie the CAG) with key Council business systems. Phase 1- Completed March 2005.Services to define Phase 2 timetable.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Project underway to integrate CAG with Oracle CRM system.
			<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
BC1.6	Fully exploit the use of Document Imaging & Workflow solutions to help deliver organisational savings.	Develop DIP & Workflow Strategy and Implementation Plan.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Project under way to pilot the use of Electronic Document & Records Management in Revenues & Benefits.
			<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
		Deliver items on plan for 05/06.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Project under way to pilot the use of Electronic Document & Records Management in Revenues & Benefits.
BC1.7	Investigate the requirements for a National Smart card solution for concessionary travel.	Define Strategy and implementation Plans for Smartcards.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Use of Entitlement Card for Concessionary Travel completed.Council still needs to define broader use of Entitlement Card for use by other council services.
			<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
		Deliver items planned for 05/06.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Project implemented in FY 2005/06. Entitlement Card goes live 1 April 2006.
			<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

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Target Outcome	BC1	Half Year Totals	3	8	2	0
		Full Year Totals	3	6	0	0

Overall comments - Target Outcome BC1

Phase 1 of Change Programme underway, with early focus on defining & delivering a Change Programme within the Housing Service. During FY 2005/06, Business Change exercises have been completed on Housing Repairs, Building Control, Development Quality, Corporate Bookings & Lets, Contact Centre back-office processes, rollout of Online Payments.

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Target Outcome		CuS1				
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays
CuS1.1 Conduct the Community Access Points / Local Offices Review and implement findings / way forward.	Develop CAPs / Local Offices Review plan and complete the Review by June 2005.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	To be taken forward as part of Customer Services Strategy Implementation in 2006/07.
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Implement review recommendations planned for 05/06.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	To be taken forward as part of Customer Services Strategy Implementation in 2006/07.
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
CuS1.2 Develop Contact Centre in line with updated route map.	Develop Contact Centre migration plan.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Updated route map produced outlining migration of more services over the next 2 years.
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Implement services through Contact Centre planned for 05/06.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Further roll-out dependent on budget/resource transfer from Services.
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
CuS1.3 Enable Electronic Service Delivery (ESD) within Clackmannanshire Council.	Develop framework and implementation plan to support ESD by July 2005.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Some aspects of ESD already developed.ESD Plan and Framework under development.
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Deliver items planned for 05/06.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Once plan developed and agreed, will monitor progress.
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
CuS1.4 Implement a council-wide Customer Services SVQ training programme for all customer-facing staff across the Council.	Pilot the SVQ training programme with Contact Centre staff, starting May 2005 & finishing Dec 2005.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Minor delay to programme timetable. Programme to be extended to new Contact Centre staff.
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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CuS1.5	Provide front-line staff with the information & systems needed to consistently deliver high quality customer service.	Develop Knowledge Management Strategy and plans for front-line staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No resource allocated to implement Council's Knowledge Base system to support front line staff.
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		Deliver items planned for 05/06.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Implementation of Corporate Infrastructure project delayed.
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
CuS1.6	Establish a Citizen Account strategy and management processes for citizen data.	Establish strategy and delivery plan for creating and maintaining a master database of citizen information and updating other systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No resource allocated to project definition and delivery. Project resourcing to be defined as part of Corporate Infrastructure Project.
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		Deliver items planned for 05/06.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No resource allocated to project definition and delivery. Project resourcing to be defined as part of Corporate Infrastructure Project.
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Target Outcome	CuS1	Half Year Totals	1	6	4	0	
		Full Year Totals	2	5	0	4	

Overall comments - Target Outcome CuS1
 As reported at Half Year stage, resource/budget transfer has still not taken place for all services being delivered by the Contact Centre, on behalf of Council Services. This is hindering the process of rolling out more services through the Contact Centre, and impacting on call handling performance and customer satisfaction.

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Target Outcome IT1							
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
IT1.1	Develop the IT and Technology Strategies to support the councils' strategies.	Review Strategy and align with Services.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Review of IT Strategy to be undertaken in 2006 with new service head.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT1.2	Support business continuity through the review of security and disaster recovery planning scenarios.	Review risk, improve and test contingency, measured by Audit review	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Corporate plan being undertaken by EPO to develop BCP/DR plans under the CCA legislation. Council plan scheduled for delivery September 2006. IT Services will assist and support this process.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT1.3	Systems and Equipment are fit for purpose.	Establish an ongoing technology refresh programme for equipment and systems across the Council.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Dependant on agreement to centralise IT budgets.
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
IT1.4	Promote and implement IT Policy and Procedures within Services, ensuring partnership agencies engagement models are compliant.	Review and Raise awareness of IT policy and procedures.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Extensive promotion through COIN intranet of IT policy and procedures on the Corporate Development IT Services section. Included in induction training.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Improve F.A.S.T. Accreditation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Walk round Audit complete. Hardware and Software asset registers produced. Submission to FAST June 2006
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

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Target Outcome IT1	Half Year Totals	0	3	2	0
	Full Year Totals	0	3	2	0

Overall comments - Target Outcome IT1

The IT Strategy was agreed by Council in Feb 2005. On going reviews of the strategy will be carried out and changes to the strategy will be agreed and implemented. IT governance and service delivery models produced and discussed at CMT. Services to report back with comments.

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Target Outcome IT2						
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays
IT2.1	Improve the availability and reliability of IT systems	Continual improvement of system availability.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Monitored through Account Management Framework, Balanced Scorecard. Supported through continual upgrade of supported systems.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
		Migrate target systems onto Windows 2003 platform.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	New hardware & software systems being implemented across all Services , including Windows 2003, Citrix (Hydra), Lotus Notes and Telephone service delivery.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
		Agree availability targets across services.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop formal SLAs with Council services.
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Improve response of Lotus Notes applications by upgrading hardware and application platform.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Hardware upgraded. Testing and administration to be carried out prior to implementation in May 2006.
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
IT2.2	Improve communication channels between IT Services and its customers	Develop IT Service communication plan and participate in user forums.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Further discussion with services to set up user forum.
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
IT2.3	Clarify and improve IT Training service provision.	Identify training needs for IT systems and link to existing training provision and delivery modes.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Training delivered for all in-house developed systems.
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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IT2.4 Implement the IT Helpdesk improvement agenda.	Review the effectiveness of the IT helpdesk.	<table border="1"> <tr><td><input type="checkbox"/></td><td><input checked="" type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr> <tr><td><input type="checkbox"/></td><td><input checked="" type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr> </table>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> · 47% of calls are now closed same day. · Staff awareness training in place. · IT Procurement Strategy in line with the Corporate Procurement Strategy. · IT Customer Services Strategy produced in line with the Corporate Customer Services Strategy · Prioritisation of calls and Service Support Agreements under review. · Quick call feature enabled to track more calls e.g. Password Resets.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
IT2.5 To establish why Clackmannanshire Council costs are high compared to other authorities (Benchmark).	Understand the situation and establish necessary actions.	<table border="1"> <tr><td><input type="checkbox"/></td><td><input checked="" type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr> <tr><td><input type="checkbox"/></td><td><input checked="" type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr> </table>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>New JBA for hardware procurement with 5 other public sector agencies agreed . Savings on previous contract 17%.Reduction in Hardware Maintenance 30% (2006).Hardware replacement of PCs with terminals reducing overall support costs..Standardisation of products contributing to reductions in support costs. E.g. moving to multi-functional LANIER printing equipment.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
IT2.6 Ensuring Best Value is considered for IT Service delivery.	Review IT Service provision and costs.	<table border="1"> <tr><td><input type="checkbox"/></td><td><input checked="" type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr> <tr><td><input type="checkbox"/></td><td><input checked="" type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td></tr> </table>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>IT Services continually striving to drive down costs for service delivery by deploying cost-effective technologies.</p>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								

Target Outcome IT2	Half Year Totals	2	6	1	0
	Full Year Totals	2	5	2	0

Overall comments - Target Outcome IT2

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Target Outcome IT3							
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
IT3.1	Enable Electronic Service delivery within Clackmannanshire Council.	Develop framework to support ESD.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Some work in e-procurement completed to streamline procurement processes, reducing administration time/costs. Web development strategy produced.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT3.2	Integrate business systems	Integrate Corporate Address Gazetteer & Citizen Account Database with middleware solution.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Citizen Account Schema remains to be agreed with the National Programme. Single address management process established. National Address standard to be agreed.
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT3.3	Develop an Information and Data Management Strategy.	Complete the Information Audit.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Strategy to be reviewed and re-developed
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
		Develop Information and Data Management Strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Resourcing issues. The new Customer First Programme Team to develop the Strategy.
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT3.4	Develop and Implement a strategy to support and maintain the objectives of partnership working	Develop initial view of likely options for partnership working.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Further areas to be considered for partnership working, regionally and nationally to deliver effective and efficient services.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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IT3.5	Implement Smartcard Technologies in line with national objectives.	Clarify national Smartcard priorities and implement appropriate card / reader functionality and infrastructure.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Locally on track. National Delay may risk Smartcard benefits not being achieved in year 1. Funding available for the initial card issue for concessionary travel only. Blue Badge & Taxi Driver id cards are not included.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

IT3.6	Fully exploit the use IT of solutions to help deliver organisational savings.	Ensure technology enablers / support are considered when looking at service improvement.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Business Change Team aware of the technologies available that could be deployed to support process reengineering / improvement.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Target Outcome	IT3	Half Year Totals	0	5	2	0
		Full Year Totals	0	4	1	0

Overall comments - Target Outcome IT3
 New technologies being deployed across all services. These include Windows 2003, Citrix Access Suite v4, and Notes 6.5. These technologies will enable more flexible access, performance improvements and deliver effective and efficient IT service in line with the overall Customer First programme.

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Target Outcome IT4							
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
IT4.1	Develop and introduce the Core Competency Framework.	Develop the Core Competency Framework and commence test.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IT Services to develop service competency framework to align with corporate strategy.
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
IT4.2	Develop an improved pooled resource model for the provision of staff to projects and contracts.	Catalogue skills available within IT and provide a GAP Analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Insufficient training budget to enable support skills to encompass certain areas of support.
		Identify skills requirements from projects / Operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Structure has been defined within the IT Service Delivery Model.Resource skill matrix to be developed.
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
IT4.3	Establish a robust project management and project-planning framework.	Promote a standardised methodology process.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Standard methodology to be developed and deployed.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
IT4.4	Improve IT Service delivery through use of industry standard tools and methods	Review IT Service delivery and identify improvement portfolio.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Moving towards standardisation of products and systems.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Target Outcome IT4	Half Year Totals		0	2	3	0	
	Full Year Totals		0	2	3	0	

Overall comments - Target Outcome IT4

All staff have have "one to one" PRDs with line managers. One key area is the lack of suitable training budget to enable staff to keep their IT skillsets and expertise updated to provide support to the new technologies being deployed.

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Target Outcome PaS1							
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
PaS1.1	Successful Best Value Audit	State of readiness of Council for 2006 Best Value audit achieved by 31/12/05.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Draft report and briefing on target.
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
PaS1.1	Comprehensive performance information is readily available	Extend web/intranet framework to include links to all Council plans/policies.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff shortage has delayed this non critical target. Significant progress made.
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
PaS1.1	Statutory requirements for public performance reporting are fulfilled.	Updated approach to public performance reporting, targeting key audiences, delivered.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Four reports published and distribution database in place. Statutory guidance delayed and may require further work in due course.
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
PaS1.1	PAS information & communications arrangements address stakeholder needs.	Establish stakeholder information needs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff shortage has delayed this non critical target
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
PaS1.2	The Council's Best Value review schedule is adhered to.	Complete 3 major reviews and start at least 1 other producing cost savings and process and quality improvements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Progress has been prevented by staff vacancies within PAS. See also 1.4.
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
PaS1.3	Progress against Best Value review action plans is monitored	Action plan database is established and used to check and report on progress within Customer First and to the Policy and Audit committee	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Some short delay followed re-allocation of member responsibilities but on track
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
PaS1.4	Quality accreditation framework model is integrated into the Best Value review process	Quality accreditation framework model introduced into Best Value review process	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Timing of next steps to be agreed by CMT
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

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PaS1.5	Best Value review guides provide up to date advice on review process.	Best Value guides updated and amended to incorporate Excellence Model	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Progress has been prevented by staff vacancies within PAS. See also 1.4.
PaS1.6	Have effective mechanisms for performance management and planning at a strategic level	Service plan targets link effectively with other Council strategic plans.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Progress has been prevented by staff vacancies within PAS.
PaS1.7	Service planning and performance reporting is facilitated by the use of information technology.	Develop, in collaboration with IT a cross council IT system which will allow decentralised data entry, interrogation and reporting and support public performance reporting	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Excellent progress is now being made. Launch target delayed to late spring/summer.
PaS1.8	The Council has a comprehensive and effective performance management framework.	Annual timetable established for service plans, performance review and budget setting and monitoring	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Timetable covering service plans and performance review was included in service planning guidance.
PaS1.9	Performance information presents a balanced overview for each service.	Balanced scorecard established for all services	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Further work is required to ensure that the scorecard process embedded and effectively utilised.
Target Outcome	PaS1	Half Year Totals	0 12 0 0	
		Full Year Totals	5 0 6 1	

Overall comments - Target Outcome PaS1

There has been some slippage on some of these targets for a number of reasons, including staff shortages within Performance and Strategy

= position at Half Year

Summary Performance Statement: Customer First
2005 - 06 Full Year Stage

Target Outcome PaS2							
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
PaS2.1	Risk register is kept up to date and high level risks reported upon	Establish updated cross council risk register by 30th April 2005	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Complete at half year. Current assessment exercise being run by CMT to address the Civil Contingencies Act requirements.
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
PaS2.2	The Council has a clear and up to date knowledge of its exposure to risk	Run second round of corporate risk assessment producing updated risk register	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Completed at half year. See 2.1
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
PaS2.3	Risk management approach meets the Council's needs.	In collaboration with director of Services to People, report on completion of first round of risk management.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Completed at half year. See 2.1
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Target Outcome PaS2	Half Year Totals		3	0	0	0	
	Full Year Totals		3	0	0	0	
Overall comments - Target Outcome PaS2		All targets associated with this target outcome have been completed					

= position at Half Year

Summary Performance Statement: Customer First
2005 - 06 Full Year Stage

Target Outcome PaS3							
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
PaS3.1	Procurement processes are more efficient and cost effective	All procurement can be dealt with electronically	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Finance Systems accountant committed to implementation 2006 – 2007. BPR work required across the Council to implement business process change.
		Baseline and targets established for extending electronic procurement.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Requires purchase of Procurement Module for Advanced General Ledger now due to be launched July 2006. Redesign of detail codes will be implemented by July 2006. Scottish Executive report on public sector procurement (McClelland Report) will be considered during April.
PaS3.2	Better value for money through procurement achieved by improving and extending purchase contracts to more accurately reflect the Council's procurement needs	Spend categories redefined.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Redesign of detail codes will be implemented by July 2006.
		Ledger codes redefined to reflect spend categories.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Redesign of detail codes will be implemented by July 2006.
PaS3.3	The Council's Procurement strategy Reflects its needs within the changing procurement environment.	Strategy reviewed and developed	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Drafted ready for comments. Scottish Executive report on public sector procurement (McClelland Report) to be evaluated and gap analysis undertaken. Anticipate in place for October 2006

= position at Half Year

Summary Performance Statement: Customer First

2005 - 06 Full Year Stage

PaS3.4	Clackmannanshire procurement practices recognised as exemplary	Best practice guide notes available	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See half year
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
PaS3.5	Procurement practice is supported by clear policies, aimed at securing best value for the Council.	Complete issue of procurement policy, including addressing external audit action plan, by September2005	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See half year
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Target Outcome	PaS3	Half Year Totals	2	5	0	0	
		Full Year Totals	2	3	2	0	

Overall comments - Target Outcome PaS3

Staffing issues out with our control, and the late production of the Scottish Executive procurement report (McClelland Report) has compromised delivery of year targets at year end.

= position at Half Year

Summary Performance Statement: Finance Services
2005 - 06 Full Year Stage

Target Outcome FS1							
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
FS1.1	Budget monitoring performance management is supported by a set of relevant performance indicators.	To review and revise the standards agreed in 2004/05 regarding the process of budget monitoring to ensure suitability.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
FS1.2	Budget setting is supported by a set of relevant performance indicators.	To review and revise the standards agreed in 2004/05 regarding the process of budget setting to ensure suitability.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
FS1.3	All professional Finance staff are qualified to a level appropriate to their jobs.	Professional development needs identified and development programme established.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	This target is on track as this is an ongoing process which will carry forward from year to year.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
FS1.4	To ensure compliance with professional standards, including compliance with rules of professional bodies, codes of practice and Council's own policies.	To ensure availability of all professional standards, Codes of Practice and Council Policies through the creation of a central library facility for reference.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	This is another ongoing process which needs to reflect the issue of manuals and Codes of Practice as they are published.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Target Outcome FS1	Half Year Totals		0	4	0	0	
	Full Year Totals		0	4	0	0	
Overall comments - Target Outcome FS1							

= position at Half Year

Summary Performance Statement: Finance Services
2005 - 06 Full Year Stage

Target Outcome FS2							
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
FS2.1	All Best Value Reviews benefit from the appropriate level of financial data and analysis.	Provide financial information and analysis for Best Value reviews.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
FS2.2	Offices used by Central Services match service delivery needs, in line with the Asset Management Plan (AMP).	Review the use of offices used by Central Services.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This will not be completed this year as other issues that needed to be sorted out before this could be done are only now taking shape. This includes the future use of Kilncraigs as well as the Library strategy.
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
FS2.3	The implementation and review of AMP is supported by reliable financial information.	The production of property costs per site.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	"03/04 costs available, now work will start on 04/05 costs following clean audit certificate.
FS2.4	Assist with the financial aspects of redevelopment of the secondary school estate (Public Private Partnership (PPP) project).	To ensure affordability, Value for Money (VFM) and forward budget impact issues are monitored and reported on to council throughout procurement stage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Now working towards financial close within the Council's affordability limit that was approved in December, 2005.
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
FS2.5	Contribute to and manage impact of Customer Service review from the Community Access Points (CAPs) and Contact Centre	Review and conclude on options available for Customer Service Review following Housing office rationalisation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This will not be completed this year. A small working group is now looking at local office provision.
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
FS2.6	To support other services in looking for joint working opportunities with other parties	To provide financial information to assist the decision making process	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

= position at Half Year

Summary Performance Statement: Finance Services

2005 - 06 Full Year Stage

FS2.7 Housing stock transfer	To assist with advice on options.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Decision to retain now made.
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Target Outcome FS2	Half Year Totals	0	5	2	0
	Full Year Totals	4	1	1	1

Overall comments - Target Outcome FS2
 Only the property related tasks have slipped under this heading – primarily connected to the question over the future use of Kilncraigs and local office strategy.

= position at Half Year

Summary Performance Statement: Finance Services
2005 - 06 Full Year Stage

Target Outcome		FS3					
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
FS3.1	Deliver service improvements in revenues and benefits through Modernising Government programme	Re-engineer 50% of main business processes to deliver lower transaction costs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
FS3.2	To reduce total number of invoices processed by at least 5% per year.	Minimum 5% reduction on 2004/5 figure	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	This figure still needs to be confirmed, but a double digit reduction is expected for 05/06.
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
FS3.3	General Ledger system provides a quicker and more convenient service for users.	New streamlined chart of accounts introduced by 30th September 2005.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Project has slipped, and is now scheduled to take place during 06/07.
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
FS3.4	Budget monitoring processes are strengthened by information that is presented in a form more suited to users' needs.	To produce monitoring reports in spreadsheet format by end of December.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	This is linked to 3.3, and will now be achieved in 06/07.
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
FS3.5	To implement an integrated Payroll/HR system.	Plan for shared and integrated Payroll/HR system agreed.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	This target has been overtaken by the work to be done in 06/07 towards a shared service centre.
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
FS3.6	To improve the Capital Planning process.	To develop option appraisal process for capital plans – projects and funding.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
FS3.7	To keep up to date with additional requirements from changes in accounting practice.	To report to Council the options regarding the Council's position over Significant Trading Operations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Council has agreed to have only two STOs for 05/06, although the situation will be monitored on an ongoing basis.
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

= position at Half Year

Summary Performance Statement: Finance Services

2005 - 06 Full Year Stage

FS3.8	New group accounting requirements are complied with.	To comply with group accounting requirements for the 05/06 accounts within the required deadline, and to receive a clean audit certificate on their production.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Target Outcome	FS3	Half Year Totals	1	6	1	0
		Full Year Totals	3	2	0	3

Overall comments - Target Outcome FS3

The customer satisfaction survey undertaken in the second half of the year has produced some useful comments. However, the service will be repeating the exercise to try and gain wider feedback than the few who responded to the first survey.

= position at Half Year

Summary Performance Statement: Human Resources

2005 - 06 Full Year Stage

Target Outcome HR1							
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
HR1.1	Corporate Human Resources/Training & Development strategy and policy agreed and implemented consistently	Corporate HR Strategy agreed by end October and implementation commenced	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Single strategy Document remains outstanding, but effective progress has been made against the objective in specific key areas reported above and also in competence frameworks for redesigned services, and the people development strand of the Customer First Programme.
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Target Outcome HR1		Half Year Totals	0	0	1	0	
		Full Year Totals	0	0	1	0	
Overall comments - Target Outcome HR1							
Leadership Programme underway to provide platform for change management by identification of managers strengths and needs against agreed skills and behavioural characteristics. People Development Strand is articulated within the Customer First Programme to promote coherent integrated Organisational Development..Workforce planning and management is facilitated by new establishment process based on business case/ organisation need assessment prior to new or replacement recruitment.							

= position at Half Year

Summary Performance Statement: Human Resources
2005 - 06 Full Year Stage

Target Outcome		HR2						
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays		
HR2.01	Pay and grading structures & terms and conditions revised Council-wide (Single Status, Teachers, Joint Future)	Conclude Job Evaluation by December 2005		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Adjustment made to plan due to substantial diversion of resources to address the priority issue of Equal Pay. Assimilation Phase to be completed by June 06. Interim arrangements have been introduced where necessary in service restructuring on an ongoing basis.	
		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>			
		Propose revised pay and grading structures	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Underway – timescale linked to Job Evaluation programme
		Complete revised promoted post structure in schools by Sept 2005	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Community Health Partnership employment issues concluded	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
HR2.05	Policy and procedures for workplace conflict and discipline achieve faster and positive outcomes	Revised policy and procedures for workplace conflict and discipline by December 2005		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	New initiative of Workplace Mediation service has been introduced to defuse confrontation/conflict situations. With ACAS support, trained mediators are in place and managers/TU's briefed. Full review of policies and procedures deferred to 2006-07	
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

= position at Half Year

Summary Performance Statement: Human Resources

2005 - 06 Full Year Stage

HR2.06 Flexible working policy and practices reflect legislative requirements	Flexible working policy and practices in place to meet new legislation and pilot studies established by Sept 2005	<table border="1" style="width: 100%; text-align: center;"> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Guidance and procedure to reflect legislation completed. Several individual and informal flexible work arrangements have been introduced. Wider review of flexible working will be undertaken in conjunction with the development of Single Status terms and conditions and the Customer First programme.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
HR2.07 Health & Safety Executive Management Standards for tackling workplace stress achieved	Corporate policy on tackling stress agreed by October 2005	<table border="1" style="width: 100%; text-align: center;"> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Draft policy now written and is now subject to stakeholder consultation.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
HR2.08 The Council's approach to promoting health at work is endorsed by the Scotland's Health at Work campaign	Shaw Bronze Award achieved June 2005	<table border="1" style="width: 100%; text-align: center;"> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Completion is dependant on external agency. We have passed the Portfolio of evidence to FVHB for consideration and await their final assessment of completion date. With hindsight, seeking whole Council award as one exercise has proven excessively complicated by need to evidence actions across a wide range of services.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>								
HR2.09 Management Information systems support performance management and inform decision making & forward planning.	Identify HR indicators to be monitored, in line with business objectives .	<table border="1" style="width: 100%; text-align: center;"> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Indicators in place (ongoing development to match business objectives)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
HR2.10 Council service reorganisation supported by good Human Resources practice	Housing Services restructuring completed	<table border="1" style="width: 100%; text-align: center;"> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	While a very demanding & time consuming task, the approaches developed and described above will serve for future practice elsewhere.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
	Clackmannanshire Leisure staff integrated to new Leisure Service	<table border="1" style="width: 100%; text-align: center;"> <tr> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Successfully completed on target.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
	Support Development and Environment Services structural reconfiguration to enhance capacity	<table border="1" style="width: 100%; text-align: center;"> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Support ongoing in line with Service progress.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								

= position at Half Year

Summary Performance Statement: Human Resources

2005 - 06 Full Year Stage

HR2.10 Council service reorganisation supported by good Human Resources practice	Support implementation of catering service redesign	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Target Outcome	HR2	Half Year Totals		4	6	3	0
		Full Year Totals		7	3	3	0

Overall comments - Target Outcome HR2

Major service restructure and redesign completed successfully with HR policy & process support include Leisure, Catering, Housing & Corporate Development Services. Within the overall Single Status programme of pay, grading and working arrangements review, equal pay has become a contentious and urgent priority issue which is very complex with a requirement for a substantial input from the Service. These service imperatives, coupled with the ongoing reactive demands which are a constant feature of HR services, especially within a rapidly changing organisation have caused some individual policy review objectives to be delayed.

= position at Half Year

Summary Performance Statement: Human Resources
2005 - 06 Full Year Stage

Target Outcome HR3						
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays
HR3.1 Employee resourcing, training and development anticipates & reflects corporate, service & individual needs consistently.	Corporate strategy agreed for quality accreditation (Investors in People liP), European Foundation for Quality Management (EFQM), Chartermark)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Report submitted on target & received CMT agreement to adoption of EFQM framework. Implementation plan and responsibility to be agreed as next stage.
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Research best practice and develop tools and techniques to support managers workforce and succession planning .	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Career progression scheme developed in conjunction with Housing to match business needs in new structure. Work across services will be ongoing.
	Development programmes provided for Corporate Management Team based on agreed leadership /manager competency model.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Development programme implemented including 360 degree feedback for individual managers against agreed leadership behaviours. Planned that programme will be rolled out across management tiers during 2006 -07
HR3.2 Employee consultation and involvement mechanisms are inclusive & comprehensive.	Conduct staff attitude survey and action plan to address key results by March 2006	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Initial consultation and preparatory work undertaken – execution of exercise deferred to 2006-07 plan due to other priorities.
		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

= position at Half Year

Summary Performance Statement: Human Resources

2005 - 06 Full Year Stage

HR3.2 Employee consultation and involvement mechanisms are inclusive & comprehensive.	Trade Union recognition, facilities agreement and protocols completed by September 2005	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Reluctance on part of JTUC to fully engage. Response from management and trade unions has been a difficult and slow process. Initial framework proposals discussed with TU representatives. Further work will follow response
		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Target Outcome	HR3	Half Year Totals	0	3	2	0
		Full Year Totals	2	1	2	0

Overall comments - Target Outcome HR3

Proposals for inclusive employment are under consideration by CMT and subsequently will go forward to Council. These include a wide range of developments worked up in conjunction with services to people and economic development designed to create employment and career opportunities for younger and disadvantaged groups such as modern apprenticeships and new deal schemes which would also benefit local employment. Implementation of agreed proposals will follow.

= position at Half Year

Summary Performance Statement: Human Resources
2005 - 06 Full Year Stage

Target Outcome		HR4					
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
HR4.1	Human Resources Service redesigned, skilled & resourced to meet Corp Priorities & service needs	Best Value review action plan of service improvement and benchmarking implemented	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Skill development course scheduled for April Review of HR Admin Processes due for completion March 2006 BV review action plan signed off subject to completion of survey reported elsewhere.
HR4.2	Shared service delivery with partner organisations are established	Review and agree with partners areas of HR shared service potential	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Joint working well established across HR service, including, shared training & development programmes, Joint Occupational health contract and cooperation in health & safety joint working. Joint futures & equalities Forth Valley shared approaches and formal joint agreements. Shared Service HR & Payroll work described at Task 2..
		Plan for shared and integrated HR and Payroll system agreed	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Substantial work with Corp Devt colleagues to secure support for feasibility Study of Shared Service model. Direct integration of Clackmannanshire payroll & HR systems will be superseded if Shared Service project goes ahead.

= position at Half Year

Summary Performance Statement: Human Resources

2005 - 06 Full Year Stage

Target Outcome	HR4	Half Year Totals	0	3	0	0
		Full Year Totals	0	2	0	1

Overall comments - Target Outcome HR4

The overall aim is an HR service which is focussed on leading supporting organisational change, which entails shifting the balance of activity away from operational to developmental. Generating capacity for new skills growth is constrained by the constant level of ongoing demand, itself reflective of the pressure upon services and employees across the Council. Review of internal support processes has been completed which will give scope for efficiency improvement and redefining service roles and expectations.

= position at Half Year

Summary Performance Statement: Human Resources
2005 - 06 Full Year Stage

Target Outcome HR5							
3 Year Target	Target 2005/06	Completed	Good progress - on track with development	Running behind with development progress	Unlikely to complete	Position at 31st March 2006 and impact of / reasons for delays	
HR5.1	Develop a high level of awareness across council and with partners of the importance of diversity, barrier free access and equality of opportunity in employment and service delivery.	Produce guidance and action plan to give full compliance with equalities legislation & good practice	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Action plans and guidance are already in place for a range of key equal opportunities issues. Currently preparing new action plans and guidance to comply with Age discrimination legislation and Disability legislation
			<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Review current Race Equality Scheme and prepare (2005-2008) scheme.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Steering group established to co-ordinate the Race Equality Scheme and contribute to council-wide Diversity Scheme. This group provides continuity across all aspects of diversity and will contribute to the development of Disability Equality Scheme (Dec 2006) and Gender Equality Scheme (April 2007)
		Establish effective consultation mechanisms on all diversity based initiatives and update Service Level Agreements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive multi-agency work in practice
		Review Forth Valley Domestic Abuse Strategy and training strategy.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Forth Valley Consortium successful in a bid for Executive funding to provide part time co-ordinators for the multi agency domestic abuse partnership

= position at Half Year

Summary Performance Statement: Human Resources

2005 - 06 Full Year Stage

Target Outcome	HR5	Half Year Totals	0	4	0	0
		Full Year Totals	4	0	0	0

Overall comments - Target Outcome **HR5**

Reports against specific tasks show completion or on track progress in this area, many of the objectives being about long term culture rather than short term task. In that wider context, the interim Best Value Audit examined equalities issues and reported in very positive terms about the Council's performance.

= position at Half Year