

## APPENDIX 1

### PERFORMANCE IMPROVEMENT ACTION PLAN

The plan is structured around the requirements for effective performance management identified in Section 3 of the Strategy

| #  | Action   | Who  | 2009/10 | 2010/11 | 2011/12 |
|----|--|--|---------|---------|---------|
|    | <b>Project Set Up</b>  |  |         |         |         |
| 1  | Set up project and allocate responsibilities   | PIG  | Nov     |         |         |
| 2  | Progress reports to PIG and EMT  | P&P team   | Jan     | ✓       |         |
| 3  | Major review in July 2010 then annually  | PIG  |         | July    | ✓       |
|    | <b>Leadership, Ambition and Performance Improvement Culture</b>  |  |         |         |         |
| 4  | Scrutiny and Overview Committee to be invited to consider the strategy and its role in performance improvement.  | P&P team   | Oct     |         |         |
| 5  | Adoption of this strategy and endorsement of the Performance Improvement culture in Section 3 by SMT and Cabinet.  | Chief Executive                                      | Nov     |         |         |
| 6  | The publication of this strategy with key messages to all Members and staff.   | P&P team   | Nov     |         |         |
| 7  | Communicate performance improvement issues, particularly focusing on successes, in the Corporate Briefing; Chief Executive's weekly emails and other internal communications – in a way which re-enforces the performance management culture | P&P team<br>Comms team                               | ✓       | ✓       | ✓       |
| 8  | Base the Council's improvement plans more closely around a smaller number of Council Actions and LAA targets where the Council can make a significant difference.  | P&P team   | Dec     | ✓       | ✓       |
| 9  | The continuing work of the Performance Improvement Group – to review at least one performance issue for each service once a year.  | PIG  | ✓       | ✓       | ✓       |
| 10 | The continuing implementation of the values project and the staff engagement and involvement programme   | Values project<br>Staff engagement<br>steering group | ✓       |         |         |
| 11 | Extending the involvement of staff in the service plan process beyond the current initial away days.   | Corporate Managers                                   | ✓       | ✓       | ✓       |
| 12 | All services to embed the values and approach to performance management in the service plan process  | Corporate Managers                                   | ✓       |         |         |

| #  | Action  | Who                          | 2009/10 | 2010/11 | 2011/12 |
|----|---|------------------------------|---------|---------|---------|
| 13 | Establish performance noticeboards etc within service areas to develop ownership of performance.  | P&P team                     | ✓       |         |         |
| 14 | Establish regular awards to recognise good performance  | P&P team                     | ✓       | ✓       | ✓       |
|    |   |                              |         |         |         |
|    | <b>Clarity of Roles</b>   |                              |         |         |         |
| 15 | Invite Cabinet, Scrutiny and Overview, EMT to sign up to the roles in the strategy.   | P&P team                     | ✓       |         |         |
| 16 | Communicate the roles in this report to all Members and staff   | P&P team                     | ✓       |         |         |
| 17 | Include the roles in induction for officers and Members   | HR/Dem Services              | ✓       | ✓       | ✓       |
| 18 | Take roles into account in next review of Management Competency Framework   | HR                           |         | ✓       |         |
| 19 | Take account of roles in job descriptions and PDRs  | HR                           |         | ✓       |         |
|    |   |                              |         |         |         |
|    | <b>Effective and systems to support performance improvement</b>   |                              |         |         |         |
| 20 | Prepare "State of the Nation" report to provide evidence base for Council priorities  | P&P Team                     |         | May     |         |
| 21 | Include performance information with draft estimates reports.   | Exec Dir - Finance           |         | ✓       |         |
| 22 | Continue to focus the Workforce Plan on providing the means to deliver improvement.   | HR Manager/<br>P&P team      |         | ✓       | ✓       |
| 23 | Continue to improve the quality and coverage of performance & development reviews (staff appraisals) with a focus on performance improvement.   | HR team<br>P&P team          |         | ✓       | ✓       |
| 24 | Complete the implementation of the ICT service review to maximise the support given by ICT to performance improvement.  | Exec Director/ HR<br>Manager |         | ✓       |         |
| 25 | Clarify the future methodology for service reviews and agree the future programme of reviews  | P&P team                     |         |         |         |
| 26 | Actions to improve the quality and timeliness of data input into CorVu and developing the reports available and the use of the system   | P&P team                     | ✓       | ✓       | ✓       |
| 27 | Actions to identify and implement opportunities for direct input of performance data from existing systems into CorVu.  | ICT team<br>P&P team         |         | ✓       |         |
| 28 | Develop regular, structured, and integrated performance monitoring at all levels (Cabinet, portfolio holder, scrutiny, EMT, service and team levels) using the computerised performance management system (CorVu) | P&P team                     | ✓       | ✓       | ✓       |

| #  | Action   | Who                            | 2009/10 | 2010/11 | 2011/12 |
|----|--|--------------------------------|---------|---------|---------|
| 29 | Prepare, consult on and publish guidance to Members on raising performance issues.   | P&P team                       |         | ✓       |         |
| 30 | Use the results of EQIAs to improve services and gain data on the use of services.   | P&P team<br>Corporate Managers | ✓       | ✓       | ✓       |
| 31 | Improve use of customer feedback and other consultation results to improve services, as part of Customer Service Excellence work   | P&P team                       | ✓       | ✓       | ✓       |
| 32 | Develop use of external information (benchmarking and best practice) to improve performance  | P&P team                       |         | ✓       | ✓       |
|    |  |                                |         |         |         |
|    | <b>Robust performance improvement arrangements in place with partners</b>  |                                |         |         |         |
| 33 | Continue to work with Cambridgeshire Together partners to establish effective shared performance management arrangements for the LAA, including: <ul style="list-style-type: none"> <li>Improved integration between the County and district CorVu applications</li> <li>Agreement of disaggregated targets for districts</li> </ul> | Partnerships team<br>P&P team  | ✓       | ✓       | ✓       |
| 34 | Ensure that all relevant LAA targets (or proxy indicators) are included in relevant service plans and are subject to regular performance review  | P&P team                       | ✓       |         |         |
| 35 | Assess performance management arrangements of major partnerships the Council is involved in.   | Partnerships team              |         | ✓       | ✓       |
| 36 | Training and development in performance management in partnerships   | HR team/<br>Partnership team   |         | ✓       |         |
|    |  |                                |         |         |         |
|    | <b>Achieve Level 3 of CAA performance management assessment</b>  |                                |         |         |         |
| 37 | In the light of the 2009 assessment outcome, draw up an action plan to achieve or consolidate level 3 and revise this plan accordingly.  | PIG                            | ✓       |         |         |
|    |  |                                |         |         |         |