

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
	Project Set Up				
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	✓
	Leadership, Ambition and Performance Improvement Culture				
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 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 Staff engagement 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	✓	✓	✓
	Clarity of Roles				
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		✓	
	Effective and systems to support performance improvement				
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/ 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 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 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 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 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		✓	✓
	Robust performance improvement arrangements in place with partners				
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"> Improved integration between the County and district CorVu applications Agreement of disaggregated targets for districts 	Partnerships team 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/ Partnership team		✓	
	Achieve Level 3 of CAA performance management assessment				
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	✓		