

MANAGING PERFORMANCE MANAGEMENT

ACTION PLAN TO RESPOND TO THE AUDIT COMMISSION

APPROVED JANUARY 2007 AUDIT & CORPORATE GOVERNANCE COMMITTEE

GLOSSARY

APA	Annual Performance Assessment
BVPI	Best Value Performance Indicator [s]
CMB	Corporate Management Board
CPA	Comprehensive Performance Assessment
CX	Chief Executive
C&YP	Children and Young People
DMT'S	Directorate Management Team
HR	Human Resources
IDEA	Improvement and Development Agency
IPR	Integrated Performance Report
LA'S	Local Authorities
PCT	Primary Care Trust
PI'S	Performance Indicators
PIMS	Performance Improvement Managers
PST	Public Services Trust
PWC	Price-Waterhouse-Cooper
QA	Quality Assurance
SMC	Strategic Monitoring Committee
SMT	Senior Management Team
SRD	Staff Reviews and Development
IPC	Institute of Public Care
PIN	Performance Improvement Network
PIM	Performance Improvement Managers

RESPONSIBILITIES

AMc	Alan McLaughlin – Head of Legal & Democratic Services
GC	Gi Cheeseman, Interim Head of Human Resources, Council and PCT
DP	David Powell – Head of Financial Services
JJ	Jane Jones – Director of Corporate and Customer Services
JW	Jennifer Watkins – Herefordshire Partnership Manager
CB	Chris Bull – Chief Executive
RB	Robert Blower – Head of Communications
SR	Sonia Rees – Director of Resources
TF	Tony Ford – Principal Audit Manager
TG	Tony Geeson – Head of Policy and Performance
DN	Dave Nicholson – Forward Planning

RECOMMENDATION 5		
Decide on the extent to which the Council will integrate its own service planning, priorities and performance management arrangements with those of its key partners in the Herefordshire Partnership		
RESPONSE		
a) The fullest possible integration of planning, priorities and performance management with key partners is crucial for successful implementation of the <i>Strong and Prosperous Communities</i> Local Government White Paper		
b) Immediately, the highest priority is integration between the Council and the Herefordshire PCT, as part of the creation of the public service arrangements		
ACTION	TIMESCALE	LEAD
a) Discussion with the Herefordshire Partnership Chief Executives' Group and Performance Management Group, then the Partnership Board, leading to the preparation of a detailed implementation plan	Discussions to be completed by June 2007 and the detailed implementation plan in place by December 2007, with a view to the new arrangements operating from 1 April 2008	JJ, TG, JW
b) Inclusion in the detailed implementation plan for the creation of public service arrangements with the PCT	Integrated arrangements to be operating from the time public service arrangements are operational	CB

PROGRESS with R5

- a) Already in place re. children and young people, with a single C&YP three-year plan and underpinning joint Forward Delivery Plan, integrated with the C&YP Directorate's Plan. A new Children and Young People's Plan is being developed, with an agreed set of priorities. It will be published in May 2008, providing the commissioning strategy for the Children's Trust.

The Herefordshire Partnership Board and a specially convened reference group has given detailed attention to the development of the Local Area Agreement. The Board has also considered the implications of implementing the Local Government White Paper and will be closely involved in the preparations for the Comprehensive Area Assessment (CAA).

Detailed mapping has been carried out of partner organisations' planning and performance management arrangements. This has identified some similarities but also important differences, often related to the requirements placed upon partners by the government departments to which they are responsible. It would be unrealistic to expect to be able to put all of these on a consistent basis just for Herefordshire; and further consideration, has shown that, in any event, the best way ahead lies in the development of the arrangements for the new wave of local area agreements and the emerging requirements for Comprehensive Area Assessment, including the much-reduced suite of mandatory national PIs and the greater scope this provides for the development of local PIs. Taking all these factors into account, the Chief Executives Group confirmed in June that the new high-level model would focus on the national and local PIs included in the new local area agreement, in respect of which an action plan will be developed by April 2008. The intention is that partners will include relevant targets and actions in their own corporate and business plans and performance management arrangements, also with effect from April 2008.

- b) The model developed under a) will be at the heart of the performance management arrangements for the public service arrangements with the PCT.

RECOMMENDATION 1		
Construct and communicate a high-level model that clearly and simply identifies how the Council intends to assess and measure its level of performance and rate of improvement		
RESPONSE		
<p>The initial basis for the high-level model will be a detailed analysis of what is necessary to raise the Council's BVPI and other key PI scores, as well as its CPA scores - in all cases related to the achievement of the Council's existing strategic priorities.</p> <p>The results will be discussed fully by SMT, then CMB, Cabinet, SMC and the individual subject scrutiny committees, leading to the design and implementation of the high-level model.</p> <p>The resulting programme of action will be taken forward as part of the overall Transformation Programme and led by the relevant individual transformation boards, with operational responsibility and accountability vested in individual heads of service. Its roll-out will be an integral part of the Council's performance improvement cycle, which relates investment to the achievement of the Council's priority outputs and outcomes</p> <p>The model's subsequent development and implementation will be taken forward as part of the programme to integrate arrangements with key partners (see Recc. 5 above)</p> <p>Reflect the above in revised Performance Improvement Framework</p> <p>All the above and the supporting elements below to be underpinned by a comprehensive communications plan.</p>		
ACTION	TIMESCALE	LEAD
a) The analysis to be discussed by SMT and CMB	30 January 2007	JJ, TG
b) Then by Cabinet and scrutiny	22 February 2007	
c) In parallel, identify potential models from high-performing local authorities	End February 2007	
d) Resulting initial Council model to be approved by CMB and Cabinet, including user-friendly template[s] that identifies and rates the key measures of performance	March 2007	JJ, TG

ACTION	TIMESCALE	LEAD
e) The initial Council model to be operating based on its critical performance indicators	From 1 April 2007	JJ, TG, SR, DP, transformation board chairs, heads of service
f) Cabinet approval of initial revised Council Performance Improvement Framework	April 2007	JJ, TG
g) Cabinet and Partnership approval of the joint Partnership Performance Improvement Framework and model	February 2008	JJ, TG, JW
h) Develop communications plan, including arrangements for publicising the completed template regularly to members, staff and other stake-holders	End February 2007	JJ, RB
i) Implement communications plan	As set out in the separate communications plan	

PROGRESS WITH R1

- a) b), c), d) and f) Following visits by scrutiny members and officers to Shropshire, East Riding of Yorkshire and a number of other councils, and attendance by officers at two Beacon Council events at Rotherham MDC, CMB and then Cabinet endorsed an interim high-level model that focuses on the Council's performance against the baskets of indicators that inform the annual Direction of Travel assessment, but also tracks performance against the baskets of indicators in the LAA (including LPSA) and the other Council KPIs and key actions and milestones selected for the 2007-08 Annual Operating Plan. The interim model was incorporated in a revised Performance Management Framework in place by March 2007.
- e) Achieved, with new, bi-monthly integrated performance reports (IPRs) delivered to Cabinet and Strategic Monitoring Committee.
- g) Achieved (as under Recc. 5a above), subject to Cabinet and Partnership approving the new Sustainable Community Strategy/LAA action plan by April 2008.
- h) and i) interim new model and performance highlights communicated to members, key managers and staff in a co-ordinated range of ways, including Jan. to March 2007 regular reports to CMB on progress as regards PIs relevant to Direction of Travel assessment; IPR summaries; *First Press* and *First Press Online*; *News and Views*; the *Leadership Forum*; CMB/SMT performance management workstream group; and the PIN.

Details set out in Communications Plan, together with further actions for the period to 31 March 2008.

RECOMMENDATION 6		
Develop a simpler, clearer set of priorities – each with a basket of indicators and measures designed to provide a high-level picture of progress		
RESPONSE		
To be determined as part of the implementation of Reccs 5 and 1. This will ensure easy understanding & consistency between the Council’s priorities and those of the <i>Herefordshire Partnership</i> ; indicators for organisational improvement priorities; a basket of indicators for each priority; and good communication of all this to members, staff and other stakeholders.		
ACTION	TIMESCALE	LEAD
a) To be developed as part of the high level model in Recc.1	As for Recc.1	JJ, TG
b) Strategic public consultation	June 2007	
c) Decisions on priorities by the newly elected Council: i. Cabinet approves Corporate Plan 2008-11 ii. Council approves Corporate Plan 2008-11	October 2007 November 2007	
PROGRESS WITH R6		
a) Completed; see under Recc. 1 above.		
b) Group Leaders agreed before the election to defer the proposed strategic consultation. Instead the focus has been on embedding the three-year performance improvement cycle, including increased challenge to proposals and targets for future years. Public consultation and involvement are integral to the current process of identifying priorities for the new LAA. The nature and timing of future strategic consultation will be considered as part of the development of the next performance improvement cycle.		
c) Development of the Corporate Plan has taken longer than expected owing to uncertainties as to whether a joint plan would be produced for a Public Service Trust and to reflect emerging decisions as to council priorities. It will now be considered by Cabinet on 27 th March 2008.		

RECOMMENDATION 8		
Produce regular high-level strategic assessments of performance trends, identifying, where relevant, barriers and levers to performance improvement		
RESPONSE		
<p>The Recc. 1 model to be the initial basis for future integrated performance reports (IPRs). Will be developed further in the light of the agreed longer-term arrangements with partners in response to Recc. 5.</p> <p>There will be periodic overall assessment (frequency to be decided).</p> <p>IPRs will include key intelligence immediately it becomes available, e.g. APA and other inspection results.</p> <p>Also to include consideration of a Council-wide process to collect customer feedback more consistently.</p>		
ACTION	TIMESCALE	LEAD
a) Design revised format for IPRs and gain CMB and Cabinet agreement (with input from SMT and SMC)	April 2007	JJ, TG
b) Operate the revised format	June 2007	
PROGRESS WITH R8		
<p>a) Achieved. See under Recc. 1 above.</p> <p>b) Ditto</p>		

RECOMMENDATION 2

Develop and implement a consistent strategic approach to embedding a performance management culture

RESPONSE

- a) To be achieved as an integral part of implementing Reccs. 5 and 1 - drawing on successful practice in other LAs; the IPC work in Children's Services, the PWC work in Adult Social Care and other good practice in the Council; the Director of Corporate and Customer Services and the Director of Resources working together to champion improved performance management, particularly through an even more rigorous and demanding performance improvement cycle; and the inclusion of indicators that track cultural change in the high-level model
- b) Momentum to be maintained to deliver and gain maximum impact from measures already in hand, including the continuation of the Leadership Programme and directorate initiatives such as the adult social care performance clinics.

ACTION		TIMESCALE	LEAD
a) Programme of detailed action to be developed for implementing Reccs. 5 and 1 (embedding to be achieved through the performance improvement cycle and the communications plan)		Operating from 1 April 2007	JJ, TG
b)	i. Complete appointment of performance improvement managers	April 2007	TG
	ii. Currently programmed SRD and risk management training to be delivered	January to March 2007	GC , TG, DP
	iii. Develop targeted mandatory annual training and development programme, initially for 2007-08	Operational from April 2007	GC, TG
	iv. Disseminate the results of the performance management improvements in C&YP Services (from IPC) and Adult Social Care (from PWC) and other good practice, considering their application more generally (particularly through SMT and its performance improvement sub-group and the performance improvement network)	From April 2007	TG/RB / SMT

PROGRESS with R2

- a) Performance improvement cycle revised and operated, including director-level meetings to challenge proposals. Culminating in a continuing series of joint Cabinet /CMB meetings to agree strategic priorities.
- b) (i) All performance managers in post, with the performance improvement network operating and meeting regularly since the spring.
- b) (ii) Achieved.
- b) (iii) Further round of SRD training, including essentials of performance and risk management, put in place and continuing. Development programme for service planning designed; being delivered with directorate management teams and others.
- b) (iv) PIN and CMB/SMT performance management workstream meetings include directorate by directorate round-up as a standing item Two cohorts of key managers in the Children and Young People Directorate have completed performance management training run by the IPC. Through the IPC, a number of these managers are now undertaking work-based projects as part of an accredited Certificate in Performance Management. In Adult Social Care, routine regular team performance appraisals and performance clinics; now team performance appraisal being rolled out, beginning with two teams in Strategic Housing. Case studies of successful performance management, e.g. planning applications and presentation of credible options for the PIC shared across the Council. A rolling programme will be maintained.

RECOMMENDATION 3		
Ensure that the respective roles & responsibilities of the Council's partnership team & the directorate performance management officers are clear		
RESPONSE		
<p>a) Secure clear understanding and ownership amongst directors and heads of service</p> <p>b) Keep guidance under review in the light of experience and changing requirements</p> <p>c) and d) regular fora to ensure good communication, mutual understanding and ownership</p> <p>e) Equally important to ensure that there is a clear understanding of the respective roles and responsibilities of PIMs and corporate Policy and Performance staff, so that overall capacity, efficiency and effectiveness are maximised.</p>		
ACTION	TIMESCALE	LEAD
a) Discuss with directorate management teams	Before end March 2007	TG
b) Identify the key meetings in Directorates below DMT level where performance is debated and decisions taken	Before end March 2007	
c) Review, develop & refresh the guidance/protocols to reflect the activities & tasks that need to be carried out under the agreed arrangements with key partners in pursuit of Recc. 5	December 2007	
d) Regular meetings of the performance improvement network	At least monthly	
e) Review the effectiveness of the performance improvement network and the SMT performance improvement sub-group, recommending changes where necessary	September 2007	TG
f) Corporate Policy and Performance roles to be reviewed and posts re- evaluated	June 2007	

PROGRESS with R3

- a) Achieved. Regular subsequent discussions between the Head of Policy and Performance and individual directors
- b) DMT members required to ensure effective two-way communications with all managers and staff in their areas.
- c) Completed in November 2006 - clarified and reissued description of roles and responsibilities for plans and PIs. To be reviewed in the light of the new Sustainable Community Strategy/LAA action plan in April 2008.
- d) Monthly PIN meetings have taken place and continue, chaired by the Head of Policy and Performance and including the four performance improvement managers, senior members of the Herefordshire Partnership Support team, the Council's Risk Manager and Policy and Performance staff. Also six-weekly meetings of the CMB/SMT performance improvement work-stream group.
- e) PIN and CMB/SMT workstream group review approved by CMB in September 2007. Showed, for example, that the PIN had contributed to a significant increase in the number of improving PIs; a reduction in "red" PIs; improved proposals for the performance improvement cycle; improved the effectiveness of the CX's performance review meetings with individual members of CMB; and secured improvements to data quality. In respect of the CMB/SMT workstream showed, for example, that it had secured the full involvement of heads of service across the Council in preparing three-year proposals for the PIC challenge process; helped produce the composite basket of PIs for the improved IPRs; advised to secure the improvements made in risk management, training and development and the performance improvement framework; undertook the liP gap analysis; reviewed service planning guidance and instituted the system for scoring the content and quality of plans; and communicated changes to PIs and updates to performance frameworks throughout directorates and services. As a result, CMB endorsed the continuation and further development of both networks as essential to continuous performance improvement and successful preparation for the new system of CAA.
- f) Up-to-date job descriptions and person specifications produced; immediate priority given to vacant research posts needing to be filled. Review conducted of research and information functions and potential structures for public service arrangements with the PCT designed. The more general evaluation now to be taken forward as part of the establishment of these arrangements.

RECOMMENDATION 4		
Ensure that members, both at cabinet and overview and scrutiny level are fully involved in, and integrated into, the Council's performance management arrangements		
RESPONSE		
<p>a) To be achieved as an integral part of implementing Reccs. 5, 1, 6, 8 and 2 - involving extensive informal and formal discussion with both executive and non-executive members; linked with the constitutional and local democracy changes required to implement the Local Government White Paper</p> <p>b) and c) This will be reflected in a members' guide to performance management</p> <p>c) Maintain momentum with implementation of the existing scrutiny improvement programme</p>		
ACTION	TIMESCALE	LEAD
a) As for Reccs. 5, 1, 6, 8 and 2	As for Reccs. 5, 1, 6, 8 and 2	JJ, AMc, TG
b) Circulate IDeA guide to members	January 2007	
c) Establish a members reference group to advise upon/ road-test drafts of a members guide	January 2007	
d) Initial members' guide	April 2007	
e) The induction programme following the May 2007 election will include sessions on performance improvement	Beginning May 2007	
f) Members' guide reflecting the longer-term arrangements agreed with partners	February 2008	

ACTION	TIMESCALE	LEAD
g) Implementation of relevant elements of the existing Scrutiny Improvement Plan, including:		
i) Cabinet members' annual presentations to scrutiny committees	June 2007	
ii) Regular, improved IPR reports to SMC, which will refer matters to scrutiny committees, as appropriate	Continues	
iii) Regular progress reports on detailed improvement plans for individual service areas	Continues	
iv) Annual review of the operation of the performance management framework	October 2007	
v) Visits to LAs successfully using scrutiny to drive performance improvement	From May 2007	
vi) Scrutiny members as "critical friends" for specific services as part of the performance improvement cycle		

PROGRESS WITH R4

- a) As under Reccs. 5, 1, 6, 8 and 2. Presentations and discussion as part of members' induction following the May election. The Scrutiny Improvement Plan implemented, including visits to Shropshire, East Riding of Yorkshire and three other high performing councils, the results of which were reported to the member induction seminar in June.
- The format and content of the monthly meetings between Cabinet members and directors reviewed, with revised arrangements, including a new template, implemented after the election. Structured around performance against plans, resources and corporate issues, these place increased emphasis on customer views and consultation.
- b) and e) IDeA guide discussed and distributed as part of members' induction seminars on scrutiny and performance management.
- c) and d) It was agreed that the IDeA guide, coupled with induction training and discussion would suffice.
- f) Further guidance will be developed, by April 2008, as part of the new Sustainable Community Strategy/LAA action plan and the establishment of the public service arrangements with the PCT.
- g) (i) Annual presentations have been made by the lead Cabinet members to the relevant scrutiny committees. These were re-scheduled to take into account the intensive programme of induction meetings following the May elections, which included key information about performance and future challenges.
- g) (ii) Achieved, as under Recc.1.
- g) (iii) Achieved.
- g) (iv) Proposed updated performance management framework will be before Cabinet for approval shortly.
- g) (v) Achieved
- g) (vi) Being considered as part of the rolled forward scrutiny development plan. Scrutiny will be involved in the consideration of strategic options through its consideration of the new Corporate Plan.

RECOMMENDATION 7		
Ensure that the role, purpose and content of service plans clearly links to the high-level set of indicators and measures, and reflect the approach the Council has decided to adopt in linking with partnership priorities		
RESPONSE		
To be achieved as an integral part of implementing Reccs. 5, 1, 6, 8 and 2, including such further guidance as is needed on developing local indicators, setting targets and ensuring that risks are dealt with as part and parcel of performance management		
ACTION	TIMESCALE	LEAD
Reflect in revised requirements for directorate and service plans 2008-11	September 2007	TG
PROGRESS WITH R7		
Achieved, following discussion through the performance improvement network on 1 November. Plans are being quality-assured against a checklist based on the guidance.		

RECOMMENDATION 9		
Develop the current performance reporting process to provide both a more consistent approach to reporting performance within directorates, and a clearer, higher-level report of progress against priorities		
RESPONSE		
<p>a) Make initial improvements on the basis of the actions in respect of Recc. 1 above, including in the IPR and directorate reports clear messages about good performance and areas of concern, summaries of progress against remedial action in previous reports and information on compliments and complaints; deciding how often reports will be made on individual items; and putting in place effective arrangements to communicate the headlines to members and staff</p> <p>b) Make longer-term improvements consistent with the implementation of Recc. 5</p> <p>c) Part of implementing Reccs 1 and 6</p>		
ACTION	TIMESCALE	LEAD
a) Map and review current procedures and experience of reports to lead Cabinet members and the CX's performance review meetings with individual members of CMB; apply the best practice identified as part of the programme to implement Recc. 1, including that from high-performing LAs; issue fresh requirements/templates; institute arrangements to communicate the performance headlines to members and staff	To be in operation from 1 April 2007	TG, RB, directors, heads of service
b) Bring the longer-term improvements into effect	1 April 2008	
c) As for Reccs. 1 and 6	As for Reccs. 1 and 6	JJ, TG
PROGRESS WITH R9		
<p>a) Achieved, resulting in new templates for the regular reports to Cabinet members (as under 4a above); and a new, standardised core agenda for the CX's performance review meetings with individual members of CMB.</p> <p>b) On schedule, as under Recc. 5.</p> <p>c) As under Reccs. 1 and 6.</p>		

RECOMMENDATION 10		
Improve the way in which remedial action to address poor or under-performance is both presented and progress against it reported at corporate as well as directorate level		
RESPONSE		
<p>Corporately: Part of implementing Reccs. 8 and 9, embedding it through making challenge even more systematic and rigorous under the performance improvement cycle.</p> <p>Within directorates: Part of implementing Recc. 9</p>		
ACTION	TIMESCALE	LEAD
a) Design revised format for IPRs and gain CMB and Cabinet agreement (with input from SMT and SMC)	April 2007	JJ, TG
b) Operate the revised IPR format	June 2007	
c) Introduce challenge board under the performance improvement cycle, relating proposed outputs and outcomes to budget planning	July 2007	JJ, SR
d) Make initial improvements on the basis of the actions in respect of Recc. 1	1 April 2007	JJ, TG, directors, heads of service
e) Make longer-term improvements consistent with the implementation of Recc. 5	1 April 2008	

PROGRESS WITH R10
a) Achieved, as under Recc.1 above.
b) Ditto
c) Achieved
d) Achieved, as under Reccs. 1 and 5

RECOMMENDATION 11		
Ensure that there is a better consistency and purpose in the reporting of performance to executive and non-executive members		
RESPONSE		
Part of implementing Reccs. 9 and 10 above, making clear the specific roles of scrutiny members in respect of performance management issues; and ensuring that there are well-understood links between scrutiny committees, staff in the relevant services and research and other forms of support for scrutiny. The Local Government White Paper’s proposals for frontline members are relevant here		
ACTION	TIMESCALE	LEAD
See Reccs. 9 and 10	See Reccs. 9 and 10	JJ, TG, directors, heads of service
PROGRESS WITH R11		
As under recommendations 9 and 10		

RECOMMENDATION 12		
Improve the quality assessment of the SRD process to ensure that, among other things, individual targets are linked to service and corporate targets		
RESPONSE		
QA process initiated and now needs to be rolled out consistently and embedded across the Council		
ACTION	TIMESCALE	LEAD
a) Cascade of QA to be initiated by HR with directors and rolled out for the coming round of SRDs Guidance to be re-issued by HR Cascade to be documented	Directors and Heads of Service by March, other tiers before the end of May 2007	GC, directors and heads of services
b) Internal audit to test effectiveness of the cascade	As agreed with internal audit	TF
c) Routine monitoring of satisfactory and timely completion of SRDs by departmental HR officers, reporting results to SMT, CMB and Cabinet	May 2007 and annually thereafter	GC
d) First phase of new SRD training programme to be completed	March 2007	GC, TG
e) Subsequent phases of SRD training to be developed as part of the targeted mandatory annual training and development programme	April 2007	
PROGRESS WITH R12		

- a) Achieved, resulting in 97% of SRDs being completed on schedule (compared with 94% in the previous year).
- b) QA audit carried out on sample of SRDs. Headlines: not always sufficiently clear links between the Council's priorities/objectives/targets and those of the individual; instances where only training issues discussed; sometimes confusion between objectives, tasks and priorities. As a result, SRD pro forma improved to show explicitly the link from service/team plans to an individual's objectives, targets and training and development needs. SRD training programme continues.
- c) Achieved. Head of HR reported progress regularly to CMB.
- d) Achieved.
- e) Further round of SRD training, including essentials of performance and risk management, put in place and continuing.

RECOMMENDATION 13		
Ensure that there are clear links between the action points in the Directors' Performance Review meetings and the issues discussed at DMTs and other management and team meetings within the directorates		
RESPONSE		
To be implemented alongside Reccs. 3 [road map of key performance meetings], 9 and 10		
ACTION	TIMESCALE	LEAD
a) Identify and disseminate best practice	March 2007	TG
b) Implement best practice	April 2007	Directors and the Head of HR
PROGRESS WITH R13		
a) and b) Achieved. Timetables and processes in place in directorates to ensure that this – and other performance management and reporting disciplines - are sustained, e.g. in Adult and Community Services, the Director receives, before each meeting with the CX, performance reports from individual heads of service, as well as discussing at subsequent DMTs key points from the CX meeting; and CX and Director of Resources agreed on need to give higher priority to improved procurement, so that now it's a standing item at each Resources DMT.		

RECOMMENDATION 14		
Place more emphasis on the celebration and rewarding of success		
RESPONSE		
To feature in all aspects of implementation and as part of the Council's wider approach to developing rewards and recognition. To include the positive results of customer feedback		
ACTION	TIMESCALE	LEAD
a) Feature highlights of good performance in the IPR and in all other performance reports, corporately and in directorates	Immediately	TG, directors, heads of service
b) Develop full rewards and recognition programme	To be discussed with the Head of Communications during 2007	GC, RB
PROGRESS WITH R14		
a) Achieved in respect of the new IPRs and in directorates' performance reporting, including to lead Cabinet members and Scrutiny. Featured also in corporate and service newsletters. Highlighted in DMTs and other performance management meetings/clinics. Major improvements in performance and how they have been achieved, e.g. planning applications, to be showcased across the Council over the coming weeks, with a rolling programme maintained thereafter.		
b) A range of reward and recognition initiatives have been taken, including leadership awards at quarterly all-staff meetings, homelessness team award, regular face-to-face and e-mailed thanks, and in newsletters. There is not yet a corporate programme but, as the first step, existing benefits packages are being collated. This is to be taken forward by the interim Head of HR, Council and PCT.		