

Performance Management Action Plan June 2004 - May 2005

Indicator	Action	Working with	Expected Outcomes	Measure	When
Leadership	Support Leadership work as required	Head of HR	Improve leadership capability	Participant evaluation	By 30/11/04
	Continued implementation /monitoring of commitments	CXMT/Performance Leads	Clarity of expectations of Senior Managers	Chief Executive assessment	Ongoing
	Ensure performance is focussed on as aspect of senior meetings	CXMT/Performance Leads/DMT's	Increased focus on performance across Council	Feedback from Performance Leads	Ongoing
	Revamp Improvement Plan/monitoring	Corporate Policy and Research Manager	Improve profile/delivery of improvements	Greater ownership outside CXMT	By 31/8/04
	Support development of Corporate Plan to meets PM requirements	Corporate Policy and Research Manager	Corporate Plan more focussed on performance	CPA	By 31/08/04
People	Monitor HR Strategy performance	Head of HR	Key HR processes are fully embedded	All targets delivered to timescale	By 30/11/04
	Deliver Rocket Science Workshops/Rocket Science Toolkit	Personnel Manager - Employees and OD	Better understanding by managers of P.M and their role	CPA	By 31/08/04
	Support Member development re: Performance Management	Member Development Adviser	Improve member capability	CPA	By 30/11/04
Processes	Revise Performance Management framework	Performance Coordinators	Wider ownership	Breakthrough Q/A	By 30/11/04

Second draft

Indicator	Action	Working with	Expected Outcomes	Measure	When
Processes	Support Herefordshire Driver assessments	Performance Leads and Performance Coordinators	Assessments to support service planning	Evidence of use in audit of service plans	By 30/11/04
	Develop Herefordshire Partnership Performance Management framework	Partnership officers/partner agencies	Better evidence of benefits of partnership	CPA	By 30/11/04
	Support project management framework	Head of ICT	Successful projects to time/quality/cost	Project aims met	Ongoing
	Monitor risk management strategy and deliver training to support	County Treasurer/Performance Leads	Understanding of strategy and confidence to implement	Evaluation of various events	By 30/11/04
	Ensure Diversity Impact assessments are included in service planning	Performance Leads/CPR Manager	Statutory requirement met	Timetable for assessments on track	By 28/2/05
	Revise service planning framework and devise support for managers	CPR Manager and Performance Coordinators	Better service plans 2005/6	Service Plan Audit 2005	By 30/11/04
	Service Plan audit	Performance Leads/Coordinators	To assess compliance to 2004 guidance	Results audit	By 31/08/04
	Monitor communications strategy performance	Head of Policy & Communications	Internal/external communications have improved	Evidence of improvement eg SOS	By 31/05/05
Customer Results	Monitor customer service standards performance	Head of Customer Services and Libraries	Prompt/courteous services	Customer surveys/monitoring	By 31/05/05

Second draft

Indicator	Action	Working with	Expected Outcomes	Measure	When
People Results	Ensure staff survey results available in time for service planning/commitments	Personnel Manager Employee & OD/Research Team	Consistent use of 2004 information in service plans	Evidence of use in audit of service plans	By 30/11/04
	Ensure SRD's completed on time and to quality	Head of HR/DMT's	Improved motivation and performance	SOS/performance monitoring	By 30/11/04
	Support Investors in People accreditation (Corporate or Top Ten)	Head of HR	Improved link between organisations objectives and people performance	Accreditation/CPA	TBC
Key Performance Results	Monitor/report progress on LPSA1 and ensure action plans in place	Assistant County Treasurer/CPR Manager	Consistent approach to supporting progress to targets	LPSA targets are met or within agreed shortfall	Ongoing
	Ensure LPSA2 targets are well owned and measurable	Assistant County Treasurer/CPR Manager	Close alignment LPSA/corporate objectives	CPA	By 31/08/04
	Provide support to poor score services	Performance Leads/Coordinators	Improved service scores	Audit Commission	Ongoing
	Ensure validation process focuses on high risk KPI's	Audit, Performance Coordinators	Reliable and accurate data	No qualified PI's	By 31/08/04
	Focus on action to move KPI's to top quartile	Performance Leads/Coordinators	Improved outcomes for customers	Audit Commission	Ongoing
	Ensure monitoring/action results essential to CPA score	Performance Leads/Coordinators	Move to Excellent status	CPA 2006	Ongoing
	Ensure frequency of performance monitoring reports is on target	Performance Leads/Coordinators	Agreed framework is implemented	Reports to Cabinet/Scrutiny Committees	Ongoing

Second draft

Indicator	Action	Working with	Expected Outcomes	Measure	When
Key Performance Results	Investigate need for corporate performance database	Head of ICT/Performance Coordinators	Analyse need and assess possible systems	Agreed system which meets Council's needs	By 30/11/04
Innovation and Learning	Membership of IDeA/Audit Commission Performance Management Group	IDeA/Audit Commission	Influence on and advance notice of CPA criteria/good practice	Improved CPA rating on PM	Ongoing
	Ongoing development of PCT and PLG (arrange awaydays)	Performance Leads/Coordinators	Better understanding/influence of key players	Improved CPA rating on PM	Ongoing
	Ensure good practice re: Performance Management is shared within Council	Performance Leads/Coordinators	Improved performance	Improved CPA rating on PM	Ongoing
	Identify good practice in other organisations	Performance Leads/Coordinators	Improved performance	Improved CPA rating on PM	Ongoing

Key: CPA - CPA Improvement Plan, PMF - PM Framework, LPSA - Public Service Agreement, BVPP -Best Value Performance Plan