COMPREHENSIVE PERFORMANCE ASSESSMENT
CORPORATE ASSESSMENT - IMPROVEMENT PLAN
JULY 2005

Weaknesses Identified	Actions	Timescale	Responsible Officer	Reference to Other Plans
1. Capacity				
• No overarching workforce development strategy	• Implement the People Strategy in particular those actions relating to workforce planning and development (actions 2.1 and Aim 3) • Implement the Workforce Planning and Development Framework Action Plan	September 2006	Director of HR	• People Strategy • Workforce Planning and Development Framework
• High levels of sickness	Implement the People Strategy in particular those actions relating to managing sickness absence (action 2.10)	March 2006	Director of HR	People Strategy
• Poor performance on indicators around the proportion of staff from black and minority ethnic communities or with disabilities	Implement the People Strategy in particular those actions relating to improving the proportion of staff from under represented groups (actions 2.5, 4.1, 4.4, 4.5, 4.6, 4.7, 4.8)	March 2006	Director of HR	People Strategy
• Procurement Strategy not fully implemented	The actions required to progress this improvement priority are contained in the Procurement Strategy Action Plan	To be reviewed by March 2006	Director of Resources	Procurement Strategy
2. Performance Management				
• Inconsistent approach to appraisal	Ensure that the Corporate Minimum Standard for appraisal is utilised to link corporate/service performance objectives to individual objectives • Revise the corporate minimum standard to ensure it clear how individual's objectives link to the Council priorities • Carry out an audit of appraisal coverage and quality • Identify an IT solution to monitor the quality and coverage of the appraisal system • Review the use of the Corporate Minimum Standard for appraisal	• September 2005 • September 2005 • June 2006 • January 2006	• Director of HR	People Strategy

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Weaknesses Identified	Actions	Timescale	Responsible Officer	Reference to Other Plans
▪ Understanding of corporate performance issues such as potential reasons for high levels of sickness absence is limited	Develop a understanding of corporate performance issues by ensuring that regular reports are presented to CMT including: ▪ Sickness reports ▪ Equality Standard Compliance ▪ Progress against Diversity Action Plans ▪ Strategic Risk Register ▪ Consolidated budget and performance clinic reports	▪ Monthly ▪ Six monthly ▪ Quarterly ▪ Quarterly ▪ Quarterly	▪ CMT	
▪ A number of customer charters and service promises are in place but not all services are covered and existing standards contain variable quality of target setting. The promotion of standards is not consistent across services	To develop a Corporate Minimum Standard for Customer Services and review the training provision for front-line staff ▪ Review training ▪ Develop a corporate minimum standard for customer services to ensure customer charters and service promises: ▪ are in place for all services ▪ contain quality target setting ▪ are consistently promoted	▪ July 2005 ▪ March 2006	▪ Director of HR ▪ Corporate Performance Manager/ Director of HR	▪ People Strategy
3. Achievement				
▪ Performance against some indicators has not improved ▪ Education attainment is mixed and coming from comparatively low base	▪ Use performance clinics to monitor all BVPIs particularly those where performance is not improving or is low in absolute terms	▪ June 2006	▪ CMT	

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Weaknesses Identified	Actions	Timescale	Responsible Officer	Reference to Other Plans
▪ Resident satisfaction with recycling facilitates is in the bottom quartile	Increase resident satisfaction with recycling by ▪ Extending kerbside collections to the whole of the town ▪ Appointing a recycling officer to further promote public participation in recycling schemes ▪ Provide 3000 home composting bins	▪ March 2006 ▪ June 2005 ▪ March 2006	Director of Environment and Neighbourhood Services	▪ Corporate Performance Plan
4. Investment				
▪ HR developments are yet to be embedded	▪ The actions required to progress this improvement priority are contained in the People Strategy Action Plans ▪ Carry out an audit of Corporate and Service Induction ▪ Identify an IT solution to monitor and evaluate the coverage and quality of the Corporate Induction Programme ▪ Rollout non standard induction arrangements ▪ Conduct appropriate employee consultation to establish how effective the Council is at managing its workforce and where further development is needed	▪ To be reviewed by March 2006 ▪ January 2006 ▪ January 2006 ▪ February 2006 ▪ March 2006	Director of HR	▪ People Strategy

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Weaknesses Identified	Actions	Timescale	Responsible Officer	Reference to Other Plans
▪ Systems in place to support risk management are not fully developed, embedded or universally applied	▪ Review Risk Management Strategy	▪ September 2005	▪ Corporate Performance Manager	▪ Risk Management Strategy
	▪ Appoint Risk Champions for Members, CMT and each Service area	▪ August 2005	▪ Corporate Performance Manager	
	▪ Procure risk management software	▪ March 2006	▪ Director of Resources	
	▪ Provide risk awareness training to all Members	▪ March 2006	▪ Director of Resources	
	▪ Raise risk profile to all staff via articles in staff newsletter	▪ March 2006	▪ Director of Resources	
	▪ In depth training for Risk Champions	▪ October 2005	▪ Director of Resources	
	▪ Produce a timetable to ensure all staff have relevant risk awareness training/briefing	▪ October 2005	▪ Director of Resources	
	▪ Review corporate and service area risk registers	▪ March 2006	▪ Director of Resources	
5. Future Plans				
▪ Workforce development is not currently on a robust analysis of the workforce profile	▪ Implement the People Strategy in particular those actions relating to workforce planning and development (actions 2.1 and Aim 3) ▪ Implement the Workforce Planning and Development Framework Action Plan	▪ September 2006		▪ People Strategy

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Weaknesses Identified	Actions	Timescale	Responsible Officer	Reference to Other Plans

▪ Some service plans and action plans are not sufficiently robust	▪ Revise Corporate Minimum Standard for Performance Management to provide clearer guidance on:
	  ▪ service plan links to issues relating to risk/people/ procurement and finance
	  ▪ ensuring performance management arrangements focus on outcomes
		▪ October 2005	▪ Corporate Performance Manager	

	▪ Establish a Service Plan editorial board to ensure Service Plans:
	  ▪ Are produced on time
	  ▪ Meet the Performance Management Minimum Standard
	  ▪ Robust action plans
		▪ December 2005	▪ Corporate Performance Manager	

	▪ Develop a database and system to track and monitor progress against all improvement plans, action plans and strategies	▪ March 2006	▪ Corporate Performance Manager	
	▪ Develop a Corporate Minimum Standard for Project Planning	▪ March 2007	▪ Director of Resources/ Director of HR and Corporate Performance Manager	