

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed and forwarded to the Corporate Performance Team for ALL Corporate and Directorate performance measures showing **RED** status of non-compliance against the specified target. It needs to be updated on a monthly basis for the period that the measure shows a **RED** status.

INDICATOR OVERVIEW			
Indicator Title	TRDP07 - Local SME suppliers paid within 10 days		
Strategic Director Lead	Joe Blott		
Departmental Lead	Tom Sault		
Year End Target	60.00%	Year End Forecast	N/A

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	47.49%	+ / - Target : -12.51%
Non-compliance reason	Although March performance has improved by 2.98%, it is still 12.51% below target. Departmental requisitioners who have moved either department or section and have not been responding to Payments Team requests for approvals, plus year end pressures have, contributed.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	<p>Implementation of No PO, No Pay needs to be accelerated. Progress now that the Transaction Centre implemented should be rapid and should mean No PO, No Pay by September 2015.</p> <p>Departments must take ownership and responsibility for ensuring that all orders are raised and all goods and services are receipted.</p> <p>All invoices must be sent to Corporate Payments Team and not received by departments; this is causing delays and is continuing.</p> <p>All invoices must be date stamped when received, and not recorded by date of invoice.</p> <p>If there is a dispute regarding an invoice with the supplier then it must be marked disputed and not recorded as a late payment.</p>
How (will it be achieved)	There still needs to be a concerted approach by Heads of Service to ensure staff are acting upon receipting, approvals and ensuring invoices are directly sent to Corporate Payments to avoid delays and deliver payment targets. In April 2015 all Heads of Service will again be contacted to ensure continued improvement against this PI which will continue to be monitored as a directorate plan indicator in 2015/16.
Who (will be responsible)	Heads of Service / Head of Procurement
When (will results be realised)	The year-end target has been missed by 12.51%. Improvement in performance is expected in October 2015 and can be achieved with a concerted corporate effort.

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed and forwarded to the Corporate Performance Team for ALL Corporate and Directorate performance measures showing **RED** status of non-compliance against the specified target. It needs to be updated on a monthly basis for the period that the measure shows a **RED** status.

INDICATOR OVERVIEW			
Indicator Title	TRDP09 - Reduction in the issuing of general exception notices under the Access to Information Rules		
Strategic Director Lead	Joe Blott		
Departmental Lead	Surjit Tour		
Year End Target	8	Year End Forecast	10

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	10 (YE)	+ / - Target : +2 (YE)
Non-compliance reason	This Target has been exceeded due to key decision items or items relying on exempt information not being included in the forward plan, thereby not allowing the correct notice to be provided prior to the key decision and/or items relying on exempt information being considered /made.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	The introduction of a 'reports management' system.
How (will it be achieved)	The introduction of a 'reports management' system through modgov system should lead to an improvement in helping to reduce the numbers of supplementary agendas by focusing officers minds on the requirement to meet deadlines.
Who (will be responsible)	Surjit Tour
When (will results be realised)	The 2014/15 year-end target has been exceeded, but the PI will continue to be monitored through the directorate plan during 2015/16 to measure the effectiveness of the implementation of the reports management system.

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed and forwarded to the Corporate Performance Team for ALL Corporate and Directorate performance measures showing **RED** status of non-compliance against the specified target. It needs to be updated on a monthly basis for the period that the measure shows a **RED** status.

INDICATOR OVERVIEW			
Indicator Title	TRDP10 - Reduction in the total number of published supplementary agendas for Council Cabinet and committee meetings		
Strategic Director Lead	Joe Blott		
Departmental Lead	Surjit Tour		
Year End Target	25	Year End Forecast	30

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	30 (YE)	+ / - Target : +5 (YE)
Non-compliance reason	Performance was below target for the first quarter of 2014/15, but has been exceeded as 12 supplementary agendas were published during the second quarter of 2014/15, 8 were published during the third quarter and a further 7 have been published in the fourth quarter.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	The introduction of a 'reports management' system.
How (will it be achieved)	The introduction of a 'reports management' system through modgov system should lead to an improvement in helping to reduce the numbers of supplementary agendas by focusing officers minds on the requirement to meet deadlines.
Who (will be responsible)	Surjit Tour
When (will results be realised)	The 2014/15 year-end target has been exceeded, but the PI will continue to be monitored through the directorate plan during 2015/16 to measure the effectiveness of the implementation of the reports management system.

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed and forwarded to the Corporate Performance Team for ALL Corporate and Directorate performance measures showing **RED** status of non-compliance against the specified target. It needs to be updated on a monthly basis for the period that the measure shows a **RED** status.

INDICATOR OVERVIEW			
Indicator Title	TRCP03 - Performance Appraisals completed		
Strategic Director Lead	Joe Blott		
Departmental Lead	Chris Hyams/ Diane Cottrell		
Year End Target	80%	Year End Forecast	N/A

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	49%	+ / - Target - 31%
Non-compliance reason	This is the first year that Performance Appraisal has been delivered across the Council. Where there have been delays, the remodelling programme has impacted on delivery.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	The programme timescales are complete for 2014/15. The final outturn figure is 49%
How (will it be achieved)	<p>The programme ran from April to September 2014. 49% is the year-end outturn figure for 2014/15. To ensure that targets are met for 2015/16 the following will be put in place:</p> <ul style="list-style-type: none"> • A new programme of delivery. This will include a bespoke programme for each strategic Directorate, led by each Strategic Director. • Bespoke arrangements for the large groups of staff who work on a part time/ dispersed basis to enable them to participate in performance appraisals
Who (will be responsible)	Senior Leadership Team
When (will results be realised)	The programme ran from April to September 2014. The outturn position for 2014/15 is 49%

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed and forwarded to the Corporate Performance Team for ALL Corporate and Directorate performance measures showing **RED** status of non-compliance against the specified target. It needs to be updated on a monthly basis for the period that the measure shows a **RED** status.

INDICATOR OVERVIEW			
Indicator Title	Sickness Absence: The number of working days / shifts lost due to sickness (cumulative)		
Strategic Director Lead	J Blott		
Departmental Lead	C Hyams		
Year End Target	9.75	Year End Forecast	10.31

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	10.31	+ / - Target : -0.56
Non-compliance reason	Absence levels per person continue to exceed the target.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	No of days absence per person needed to reduce Improve application of policy
How (will it be achieved)	<p>A report was taken to Strategic Leadership Team (SLT) on 31 March 2015 highlighting key issues around absence performance, steps that have been taken and options to improve performance.</p> <p>SLT agreed an initial plan of:</p> <ul style="list-style-type: none"> • Automatic referrals to Occupational Health for stress • Departmental Targets are applied • Specific Manager's briefing to clearly set expectations • Increased performance monitoring by Directorate Management Teams <p>It was agreed medium term consideration would given to consult on change to the absence policy to:</p> <ul style="list-style-type: none"> • specify a set number of days alongside occasions of sickness • Apply 'automatic warnings' for breach of triggers with any exceptions to be agreed by Head of Service
Who (will be responsible)	Managers with support of Human Resources
When (will results be realised)	Monthly and quarterly performance monitored with year end outturn figure determining whether performance target has been met.

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed and forwarded to the Corporate Performance Team for ALL Corporate and Directorate performance measures showing **RED** status of non-compliance against the specified target. It needs to be updated on a monthly basis for the period that the measure shows a **RED** status.

INDICATOR OVERVIEW			
Indicator Title	TRDP11 - Leadership Development Programme		
Strategic Director Lead	Joe Blott		
Departmental Lead	Chris Hyams/ Angela Daly		
Year End Target	90%	Year End Forecast	68% (Q4)

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	68%	+ / - Target - 22% (Q4)
Non-compliance reason	This programme was intended for all Senior Managers. Due to a number of them being heavily involved in Future Council projects, there has not been the capacity to attend the programme. Therefore the number of managers who have been able to attend is under the target.	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	68% of Senior Managers have completed the programme. However, due to the pressures placed on Senior Managers as a result of the Future Council programme, the fourth Cohort commenced in February and will continue to run until May 2015 to allow the remaining 26 Senior Managers to attend. Of the managers who were due to start the programme 20 have completed an element of the programme. Therefore it is forecast that 85% completion of the programme will be achieved in May 2015 (5% below the 2014/15 target).
How (will it be achieved)	Invitations were sent to those managers still needing to attend the programme in December of 2014 in readiness for the programme starting in February 2015. The programme takes 4 months in total.
Who (will be responsible)	Angela Daly, Organisational Development Officer
When (will results be realised)	May 2015

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed and forwarded to the Corporate Performance Team for ALL Corporate and Directorate performance measures showing **RED** status of non-compliance against the specified target. It needs to be updated on a monthly basis for the period that the measure shows a **RED** status.

INDICATOR OVERVIEW			
Indicator Title	TRDP 12 - Management Development Programme		
Strategic Director Lead	Joe Blott		
Departmental Lead	Chris Hyams/ Angela Daly		
Year End Target	90%	Year End Forecast	N/A

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	20%	+ / - Target - 70% (Q4)
Non-compliance reason	Non-compliance reasons include <ul style="list-style-type: none"> • Reprioritisation of managers work due to Future Council • Restructure of OD Team and capacity to deliver courses internally to meet the number of applications currently being received. 	

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it.	
What (is required)	<p>The Management Development Programme has now been revised to take into consideration an individual manager's prior learning and an overall reduction in time managers will take to complete the management development elements of the programme.</p> <p>Learning will be more accessible via e-learning modules and managers will no longer be required to attend a high number of face to face delivery sessions therefore taking managers away from the workplace.</p>
How (will it be achieved)	Further targeted e-mails and communication via One Brief will be sent to encourage attendance and completion.
Who (will be responsible)	Angela Daly, Organisational Development Officer (Lead Officer for MDP Programme)
When (will results be realised)	24 months from the date of each managers Performance Appraisal