Employee Performance & Development Review – Action Plan

What are you going to do? Objectives and/or Key activities/tasks	**Why are you doing it?** Link to business objectives	**How will you measure your success?** Method of achievement Resources/support required, success criteria	**What are the risks / barriers to success?** Risk analysis and actions to mitigate risks and overcome barriers	**When will you do it by?**	**Review of objectives** Comments
To review Redefining Your Council (RYC)	To ensure the Council's transformation strategy remains relevant, informed and fit for purpose.	A high proportion of change projects achieve their objectives.	Effective business case development, with appropriate Member scrutiny and sign-off.	New change projects agreed over Summer 2015	
	To respond to, and cater for the changing financial and legislative environment.	A high proportion (greater than 90%) of change projects achieve their savings targets.	Effective performance management, involving Members and Officers.	Phase one review of RYC – July 2015	
	To ensure lessons learnt are recognised and addressed in future strategies.	The reputation of the County Council is not unduly damaged by this intense period of change.	Clear protocols for benefits realisation.	Revised performance management of RYC currently in place	
	To identify and address significant risks and issues.		Effective communications planning.		
	To ensure continued effective transformation and change.				

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To set a balanced Medium Term Financial Settlement (MTFS).	To ensure the Council remains financially sustainable. To ensure the Council's spending strategy remains aligned to its priorities, aims and objectives.	The Council has a balanced budget for the period of its MTFS. By ensuring effective financial management across the Council.	Financial planning/budget monitoring are accurate. Corporate Directors are held to account for their agreed, cash limited budgets. High risk areas of the budget are based properly.	Budgets set by end of April 2015. Baseline budget exercise is complete by September 2015. Monthly budget monitoring at CLT and updates to Leadership Team Meetings.	
To set clear and measureable targets for the Corporate Leadership Team	To ensure that the Council achieves the aims and objectives as set out in its Strategic Plan. To ensure the aims and objectives of Redefining Your Council (RYC) are achieved.	A high proportion of targets are met. The Council sets and manages a balanced budget.	All Corporate Directors have an EPDR and regular one to one supervision with the Chief Executive. Members are regularly updated on progress with the Chief Executive's and Corporate Directors' objectives.	EPDR complete by end of April 2015. Review of EPDR October 2015. Chief Executive's priorities agreed by end of May 2015.	

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	To ensure the MTFS is delivered and that the County Council remains financially sustainable. To ensure effective performance management.				
To revise the Council's Senior Leadership Structure	To ensure the senior management structure aligns with the RYC portfolios, is fit for purpose and cost effective. To ensure lines and areas of responsibility and accountability are clear and transparent.	Senior Management resources are better aligned. Senior leaders more clear about their roles, responsibilities and objectives. Members have confidence in the Corporate Leadership Team.	Agreed structure has the support of Members. Resources at senior level are sufficient to meet need. Structure is reviewed in the light of change.	Proposed structure to July 2015 Policy Committee. Structure implemented September 2015. Structure reviewed April 2016.	

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To provide best advice and guidance to the Leader and other Members of the County Council	To ensure Members are fully supported and able to make effective decisions. To ensure Members are fully informed on all relevant County Council matters. To promote Officer/Member relationships and to provide confidence and assurance to County Councillors that they are being properly supported.	Members will demonstrate high levels of trust and confidence in senior leaders and officers of the Council. Members will be up to date on key issues – surprises will be rare.	Chief Executive to meet weekly with the Leader. Chief Executive to meet two-weekly with Leader's Team Meeting. There will be a regular programme of CLT/Labour Group meetings. The Chief Executive will ensure Corporate Directors regularly meet their Committee Chairs and that they brief the Leader on important issues.	Meetings calendar set by end of May 2015. Six monthly performance updates between the Leader, Chief Executive and key Committee Chairs.	

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To lead on the development of the Combined Authority and Devolution Deal	To ensure the County Council's interests are represented and that initiatives are developed in line with the aims and objectives of the County Council. To maximise the benefits for the County Council of potential new powers.	A Combined Authority is established with a target date of April 2016, subject to Government approval (see notes). A successful Devolution Deal is negotiated with the new Government in accordance with the above timescales. There are clear, measureable benefits for the County Council.	The Chief Executive takes a personal lead on this area of work. The Leader and key Members are up to date and engaged in key decisions. There are sufficient economic development resources to support change.	Combined Authority established in accordance with project targets – (these may be subject to change given the dependence on the associated legislative framework). Devolution discussions Summer 2015. Economic Director appointed September 2015.	
To ensure that the Council's key partnerships and stakeholders are effectively managed.	To ensure that the Council extracts maximum value from partnerships and stakeholders, and to uphold the	Partnerships derive clear, measureable benefits. The Council is perceived as a good partner.	Partnerships are aligned to the Council's Aims and Objectives. Partnership objectives/projects are effectively performance managed.	Ongoing	

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	Council's reputation. To encourage and incentivise partners and stakeholders to contribute to the achievement of the County Council's aims and objectives.				

SIGNED: …….. **May 2015**

ANTHONY MAY, CHIEF EXECUTIVE **DATE ……..**

SIGNED: …….. **May 2015**

CLLR. ALAN RHODES, LEADER OF THE COUNTY COUNCIL **DATE ……..**