

	Area for Improvement	Actions	Owner (see key at end)	Timescale	Progress Update	Improvement outcome
Principle 1: Provide the best possible service to the people of Herefordshire						
1.	A lack of evidence that system wide processes to ensure safeguarding of both children and adults is sufficiently robust in all agencies and that accountabilities are clear and understood.	a) HSCB Improvement Plan in place to address weaknesses	JD	Dec 15		
		b) Making Safeguarding Personal (MSP) implementation plan is completed and benefit realisation review takes place	HC	Dec 15		
		c) Safeguarding Adults peer challenge is completed and action plan implemented for areas of improvement	HC	October 15		
2.	Contract management is not consistently focused on achievement of contracted outcomes	a) A Commercial Board will provide oversight and management of key commercial matters. Contract management will be a key feature and include the management of key (platinum) contracts, plus, the agreement of a contract management framework to provide consistency of	RB	Board in place by July 15		

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		approach across the authority.				
		b) A programme of contract management training is in place to improve contract management skills. Attendees are developing a community of practice to support development of skills and consistency.	RB	Sept 2014 – Ongoing		
		c) Improving contract management performance will also be included as part of the Commissioning and Commercial Strategy due to the refreshed by end of 2015.	RB	Dec 2015		
3.	As public sector resources reduce there is a need to ensure that the council's vision and objectives are clearly understood by the wider public sector	a) Fully engage with WVT, the CCG, Police, Fire and Rescue, and other agencies – with the aim of jointly leading public sector reform in Herefordshire to maximise use of resources.	AN	Ongoing		
Principle 2: Define the roles of members and officers, ensure that they work together constructively and improve their effectiveness						

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4.	There is an identified lack of clarity amongst members (and officers) re roles/and processes	Constitution (including codes & protocols) to be reviewed in conjunction with cross-party constitution working group.	BN	May 2016		
5.	Individual directorates/ services have undergone recent elements of peer challenge. We will consider further peer challenge to inform future strategic direction/business planning.	a) Consider options of corporate peer review or ECC review.	AN	December 2015		
6.	Staff reductions have placed a new level of work pressure on staff and on particular departments. Whilst there are signs that morale related to working for Herefordshire Council has improved, we still need to work hard on giving staff a clearer sense of our direction of travel.	a) Ensure clarity of vision and purpose for the organisation.	AN	December 2015		
		b) Ensure effective staff and member engagement in change and clear, resourced succession planning processes are developed	PR	December 2015		
Principle 3: Require high standards of conduct						
7.	Fraud – A lack of focus across the authority and input	a) Higher profile given to fraud awareness through leadership	PR	October		

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	by Internal Audit	group		2015		
8.	Data protection/information security – as evidenced by number of breaches, including those arising through interim staff and partnership arrangements	a) Implement action plan to deliver national information governance toolkit and progress to level 3 of compliance	BN	April 2016		
Principle 4: Take sound decisions on the basis of good information						
9.	Performance and quality data is not used as effectively as it could be to inform improvement activity eg as evidenced by the effectiveness of controls re use of agency staff.	a) Corporate performance and financial monitoring reporting will be combined to improve linkages between performance and required improvement activity with new format in place from quarter 1. Reports will also incorporate risk and strategic HR information.	RB	New format in place from July		
10.	Lack of robustness of challenge re business cases/benefits – consistency of business cases; follow up re benefits realisation	a) Finance team to instigate more robust challenge on business case and benefits and follow-up re. benefits realisation	PR	October 2015		

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11.	Insufficient linkages between strategic planning processes, project management, and individual decisions e.g. as evidenced by the Colwall school building decision, and compliance with health and safety procedures	a) Review performance management arrangements to ensure compliance issues are addressed	GH	December 2015		
		b) Corporate health and safety board strengthened	GH	September 2015		
Principle 5 – Be transparent and open: responsive to Herefordshire’s needs and accountable to its people						
12.	Although there is a significant amount of information made available publically, including in relation to decision taking, it is not always easy to find on the website or easily understood once found leading to a perception that information is being withheld and/or decisions are taking place ‘behind closed doors’.	a) Update website to improve transparency and make it more user-friendly.	GH	February 2016		
		b) Review decision-making governance processes to ensure there is a proportionate approach to transparency re decision-making so that information is available about decisions taken, that schemes of delegation are clear, but that the process of documenting decisions is not overly bureaucratic.	BN	May 2016		

Owner:

RB = Richard Ball, Assistant Director Place Based Commissioning

HC = Helen Coombes, Director Adults and Wellbeing

JD = Jo Davidson, Director Children's Wellbeing

AN = Alistair Neill, Chief Executive

BN = Bill Norman, Assistant Director Governance

PR = Peter Robinson, Director of Resources

CT = Carol Trachonitis, Equality Information and Records Manager