

1.	Improvement area: Being clear how we do business			
	Improvement outcome/evidence base: There are clear and accessible documents setting out how and why the council conducts its business whether alone or in partnership, and these include clear arrangements for how residents and businesses may engage with the council to achieve its vision for the county.			
	Link to corporate code principles: Provide the best possible service to the people of Herefordshire Define the roles of members and officers, ensure that they work together constructively and improve their effectiveness Be transparent and open: responsive to Herefordshire's needs and accountable to its people			
	Action(s)	Lead*	Timescale	Progress update including challenges and interdependencies
1a	Complete the refresh of the council's constitution, including the code of corporate governance.	CW	16/12/16	Working group meetings schedules, update to A&G in July, questions to groups to be circulated in July with decisions on recommendations in August to be reported to A&G committee in September
1b	Establish a framework and guidance for partnership governance	AB	31/10/16	
1c	Establish and implement a programme for reviewing existing partnership governance arrangements against the agreed framework	AB	31/10/16 then ongoing	
1d	Complete a council-wide review of contract management, taking account of relevant internal audit recommendations	NS	1/11/16	
1e	Following review agree commercial strategy linked to the commissioning strategy.	NS	31/1/17	
1f	Implement action plan to include training for employees on core elements of contract management and record keeping.	NS	28/2/17	

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1g	Complete a council-wide review of commissioning	SD	1/11/16	
1h	Following review agree a cross council approach and strategy to commissioning.	SD	31/1/17	
2.	Improvement area: The council can demonstrate it is a learning organisation.			
	Improvement outcome/evidence base:			
	<ul style="list-style-type: none"> • Data is accurate, open and accessible (unless there are clear reasons why it should not be in which case these will be explained) leading to reduction in FOI requests; • There are clear processes for reviewing the effectiveness of the council's governance arrangements to ensure that the desired outcomes are achieved; • Performance information is understood and used effectively to deliver improvement; • % of agreed continuous performance improvement programme (CPIP) recommendations implemented; • Audit of performance and risk management arrangements receives at least "reasonable assurance" 			
	Link to corporate code principles:			
	Define the roles of members and officers, ensure that they work together constructively and improve their effectiveness			
	Take sound decisions on the basis of good information			
	Be transparent and open: responsive to Herefordshire's needs and accountable to its people			
	Action(s)	Lead *	Timescale	Progress update including challenges and interdependencies
2a	C-PIP team undertakes a series of time limited reviews of particular areas to identify and implement improvement actions	AN	Ongoing	
2b	Performance risk and opportunity management framework refreshed and embedded	RB	12/16	Draft framework scheduled for Cabinet consideration in July 2016.
2c	Implement consistent approach to tracking progress re implementation of recommendations/decisions	GH	12/16	

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2d	Complaints and FOI trend data is reported and actively used to inform improvement	GH	Ongoing	
2e	Undertake ECC peer review	GH	03/17	Reviews are being undertaken on a service basis rather than a directorate wide basis given the difficulties in seeking comparator models for the whole directorate. To date a review of communications has been completed and a review of highways is scheduled.
2f	Schedule corporate peer review for 2017/18	AN	03/17	
3.	<p>Improvement area: The behaviours and culture of the organisation demonstrate the council's values.</p> <p>Improvement outcome/evidence base: Reduction in number of code of conduct complaints upheld (baseline 2015: 1) Reduction in the proportion of complaints that are responded to late (baseline 2015: 5.3%) Decrease in proportion of staff saying they feel bullied or harassed by:</p> <ul style="list-style-type: none"> • Senior managers (baseline 2015: 11%) • Members (baseline 2015: 8%) <p>Improvements in staff saying :</p> <ul style="list-style-type: none"> • The council has a clear sense of direction (baseline 2015: -14%) • The council is a good place to work (baseline 2015: 22%) 			
	<p>Link to corporate code principles: Define the roles of members and officers, ensure that they work together constructively and improve their effectiveness Require high standards of conduct</p>			
	Action(s)	Lead *	Timescale	Progress update including challenges and interdependencies
3a	Review codes of conduct and related policies	CW	16/12/16	Standards procedure has been reviewed by working group and A&G following MO report in November 2015. Parish councils to be consulted by end of September for implementation. Constitution changes will follow same process as in 1a above
3b	Maintain annual programme of training and awareness amongst elected members	CW	Ongoing	Training last provided in June 2015, next training session will follow constitutional review, parish council clerks training scheduled for September 2016.
3c	Work with the C-PiP team to improve awareness amongst staff about appropriate	AN	Ongoing	

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	behaviours and correct reporting mechanisms			
3d	Ensure partnership governance arrangements framework and guidance support demonstration of the council's values and vision.	AB	31/10/16	
3e	Ensure the review of the constitution includes ensuring that the access to information rules support the council's transparency aims.	CW	16/12/16	See 1a above

*** Lead:**

RB = Richard Ball, assistant director environment and place

AB = Annie Brookes, head of corporate governance

SD = Sukhdev Dosanjh, assistant director commissioning adults and wellbeing

GH = Geoff Hughes, director for economy, communities and corporate

AN = Alistair Neill, chief executive

NS = Natalia Silver, assistant director communities

CW – Claire Ward, monitoring officer