

	Improvement required	Action planned	By when	Owner	Progress
1.	Members and officers modelling the values and behaviours expected and clear about the processes to follow if they have concerns.	Deliver a programme of training and awareness raising to support implementation of the revised employee code of conduct.	end August 2018 Revised date end March 2019	Head of HR and OD	This has been delayed so that the launch of the code of conduct can be supported by a new electronic process for declaring gifts, hospitality and interests via business world. The business world build is complete and is currently being tested for launch in the new year. The completion of the business world declaration will be mandatory for all employees and in completing it they must confirm they have read and understood the new code of conduct. This will be supported by an online mandatory training module in the code of conduct and communications throughout the council. Project management support to launch the new products has been identified to ensure future timescales are met.
		Promote the revised whistleblowing policy and procedure	September 2018	Solicitor to the Council	Completed. Management Board advised and cascaded to their own teams. Corporate communication via newscore and posters in council offices.
		Promote the member and officer relations code through development sessions with members and employees	October 2018 Revised date for employees end February 2019 and members end June 2019	Head of HR and OD and Head of Corporate Governance	The implementation date has been delayed to accommodate finalisation of the manager development programme and revised employee code of conduct. Development sessions for employees are now scheduled in January and February 2019. Development sessions for members have been built into the planned member induction programme to be implemented following the May 2019 elections and political group leaders have been offered

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					briefings/development sessions on this subject for their groups, on request.
		a) Implement and promote a revised standards procedure for complaints against councillors. b) re engage with the police regarding a joint protocol.	September 2018	Solicitor to the Council	a) Completed. Revised procedure implemented and promoted. Following first six months of operation and having regard to the views of a working group of Audit and Governance Committee members and the Independent Person(s) further refinement of the procedure will be undertaken to ensure it is clear and operating as intended. b) In progress. Draft protocol is with West Mercia police
2.	Links between the various visions, budget and service planning and commissioning, risk management, performance and value for money are not consistently demonstrated or measured	Revised commercial and commissioning strategy adopted, communicated and monitored to ensure contractual arrangements reflect the council's priorities and can demonstrate value for money. Options appraisal to establish whether a course of action represents best use of resources, to be a consistent element of business cases informing decisions	July 2018 June 2018	Assistant Director CommunitiesCorporate Support Chief Finance Officer	Completed. The revised procurement and commissioning strategy decision in July 2018 (link), and strategy posted on the council webpages. Promoted in News Core with training in procurement taken place in 2018 and monthly in 2019 including outlining the requirements of the strategy. Completed. The business case templates have been revised to incorporate a number of issues including value for money and best value.
3.	The level of awareness of fraud risk and potential mitigation is low in areas outside of financial transaction service areas.	Communication and training of the revised Anti-fraud, bribery and corruption policy will be delivered	June 2018	Chief Finance Officer	Initial training completed now an ongoing programme. On line training has been completed by the customer services team. Financial management training includes a section on "Serious and Organised Crime – your prevention role" confirming the council's policy along with confirming the single point of contact details. A rolling programme of

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					awareness raising communications for all staff is being implemented.
4.	Further develop the capacity of the organisation and individuals within it	Adopt and implement a member development strategy and plan	September 2018 <u>March 2019</u>	Democratic Services Manager	In progress. As part of phase 1 of this work an induction and role specific training plans have been produced and will be deployed after local elections in May. As part of a phase two development of the strategy democratic services will set out the ways in which councillors will be supported, including the types of training given, the variety of methods used and how the training programme will be evaluated.
		Adopt and implement a manager development programme	October 2018	Head of HR and OD	Completed. A management development programme has been designed and procured. The programme has been launched in the council and the first two cohorts have been nominated by the leadership team. The delegates have now received their joining instructions.
		Adopt and implement a corporate workforce strategy	March 2019	Head of HR and OD	On target. The workforce strategy is in draft and has been thorough consultation with directors and the leadership team. It is on course to be implemented by the end of March 2019
5.	Strengthen internal controls and financial management	Implement the actions in response to internal audit's recommendations re Blueschool House	<u>July 2018</u> <u>March 2019</u>	Chief Finance Officer	A series of changes have been made in response to the internal audit recommendations in respect of the joint services hub. At the request of the Audit & Governance Committee a follow up review is scheduled to be completed by the end of March 2019, In addition a range of reviews have been scheduled in the internal audit work plan.

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		Implement improvements to capital reporting	July 2018	Chief Finance Officer	Completed. A revised reporting process has been implemented that brings greater transparency to financial reporting of capital schemes.
6.	Enhance transparency in relation to significant partnerships	Review joint committee governance where governance support is not provided by Herefordshire Council	Sept. 2018 TBC	Solicitor to the Council	Ongoing. The implementation date has been delayed; meetings with relevant partner councils' monitoring officers are to be rescheduled in 2019.
		Review and publish schemes of delegation in respect of decisions to be taken by Hoople employees, and in discussion with the Hoople Board review the processes in place to support effective transparency and communication.	October 2018	Assistant Acting Director Environment <u>Economy</u> and Place	Completed. Schemes of delegation for Economy and Place and Corporate Support have been reviewed following corporate restructure and reference decisions taken by Hoople employees. Schemes of Delegation will continue to be kept under review to ensure they remain up to date. The Hoople Board considered a report in relation to transparency and communications at its meeting in September 2018. The Board decided to publish minutes of its meetings on the Hoople website starting with those of the meeting in September 2018.
		In consultation with health partners review the governance arrangements in place to ensure they support effective transparency and communication whilst respecting the respective partners distinctive governance processes	November 2018	Interim Director for Adults and Wellbeing <u>Communities</u>	Ongoing - governance arrangements for partnership boards are reviewed annually. Current board structures and arrangements have been considered and the role of council representation in terms of decision making recognises distinctive governance process. Council officers who make representation at partnership boards have also been briefed to ensure that effective transparency and communications are in place and are fed back through

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					appropriate council governance arrangements