

Appendix 2 Annual Governance Statement Action Plan 2018/19 (actions for 2019/2020 financial year)

	Improvement required	Action planned	By when	Owner	Progress	Status	Evidence
1.	Support the maintenance of high ethical standards.	Provide member induction training on roles responsibilities, code of conduct and decision making.	July 2019	Solicitor to the Council	Completed. Similar induction training will be provided for any new members joining the council.		Attendance lists from training provided. Presentations on training available on the councillors intranet site.
		Implement training re Employee Code of Conduct	March 2020	Assistant Director People	The eLearning module has been written and will be launched to all staff between during 2020/21.	Progressed future years actions	
		Develop options for implementation of the good practice recommended in the "Local Government Ethical Standards" report	September 2019	Solicitor to the Council	Completed. Review undertaken and actions agreed by Audit and Governance committee on 24 September		Link to AGC minute 388 AGC 24/9/19 Link to revised arrangements on website
2.	The level of awareness of fraud risk and potential mitigation is low in areas outside of financial transaction service areas.	Communication and awareness of the current Anti-fraud, bribery and corruption policy will be delivered to all staff	August 2019	Head of Corporate Finance	Amendment to financial procedural rules for January 2020. Additional programme on counter fraud and corruption instigated with proactive approach. Communications to be included in 2020/21.	Progressed future years action	Financial procedure rules to be reviewed by Audit and Governance Committee 28 January 2020
3.	Further develop the capacity of the organisation and individuals within it	Adopt and implement a member development strategy and programme	January 2020	Democratic Services Manager	Draft strategy completed to be tested with member-led working group to be convened in January 2020. With Work completed by the end of July.	Progressed future years action	
		Adopt and implement a corporate workforce strategy	December 2019	Assistant Director People	Draft strategy held to reflect the new administration's corporate priorities and new implementation date in 2020/21.	Progressed future years action	

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		Improve the approach to training for decision report authors	October 2019	Solicitor to the Council	New guidance and training materials ready for March 2020, given CV19 implementation delayed and new ways of delivering training has to be considered. Now going to tie into re thinking governance review so re set for an October 2020 relaunch.	Progressed future years actions	
		Review manager training to ensure a mandatory induction and refresher element regarding governance and accountability	August 2019	Assistant Director People	Complete. The induction process for all new managers now also includes a section called 'Governance and decision making'. There is also a manager training programme with a face to face module called 'working in a political environment'		
		Strengthen specialist legal, finance, property and commercial support capacity, with particular reference to major procurements and arms length delivery arrangements.	January 2020	Chief Executive	Commercial Services: completed a service redesign with implementation on 13 January 2020. Legal: Interim head of legal services recruited and agency staff appointed. Though service redesign on hold. Property: New Design and Construction project managers appointed in property services plus generic project managers assigned to schemes. Finance: Appointment of Interim Capital Projects Director to review all capital programmes and projects.		Final service redesign for Corporate Support issued on 16 October 2019.
		Provide guidance to managers for all job descriptions to be reviewed each year and accurately reflect accountabilities and requirements of the role.	September 2019	Assistant Director People	Managers are asked to confirm in the annual assurance statement that 'All staff have been issued with up to date job descriptions, which clearly define full authority, responsibility and accountability'.		

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4.	Enhance transparency in relation to significant partnerships	Review West Mercia Energy joint committee governance	September 2019	Solicitor to the Council	Raised with monitoring officers in other local authorities. Cannot change the approach taken by the administering authority but will raise at every meeting.		
		Review the governance arrangements in place between the council and health bodies to ensure they support effective transparency and communication whilst respecting the respective partners distinctive governance processes	March 2020	Director for Adults and Communities	Reviews scheduled with all partnership boards as part of formal governance arrangements. There are no plans to change the existing governance arrangements between the council and external partners. Reviews to also link to the assurance of strategic partnerships due by April 2020. Plus the review of partnerships as part of the rethinking governance working group.		
		Review partnership governance arrangements between the council and higher education bodies	December 2019	Acting Director for Economy and Place	Review underway to update current governance arrangements and take account of recent developments and funding agreements being developed by Head of Economic Development. Expected to be reported to Cabinet in first quarter 2020 to ensure consistency with funding awards.	<i>Update outstanding</i>	
		Improve consistent corporate compliance with the framework for partnerships' governance	January 2020	Assistant Director Corporate Support	Reviewed of process presented to management board on 26 th November 2019. New system for completing compliance live by 6 th January 2020. However, still not being completed leaving gaps in assurance. Action for future years on review of framework.		Paper to management board on 26 th November 2019. In process in place.

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5.	There is evidence of good community engagement work by particular service areas but no clearly identifiable strategic approach to community engagement	Develop a strategic corporate approach to community engagement	October 2020	Director for Adults and Communities	The Talk Community approach and plan describes the new strategic approach to community engagement. Formally progress through governance in September 2020.	Progressed future years actions	
6.	Maintain robust internal controls by strengthening clarity and consistency of some arrangements and assurance processes	Strengthen internal controls in respect of treasury management investments	September 2019	Chief Finance Officer	Complete. Amended policy and procedures.		
		Refresh corporate business continuity arrangements	March 2020	Assistant Director People	Ongoing. Management consulted on the revised arrangements and to be finalised in 2020/21.	Progressed future years actions	
		Improve timeliness of strategy, policy and procedure reviews	January 2020	Assistant Director Corporate Support	Work progressing to update register and process for establishing a "policy pipeline" for documents that need review and updating. First phase reviewing the requirement of policies and strategies and their timeline. However, register on the website no contain up to date documents.	Progressed future years actions	Register shared with the cabinet member lead.
		Refresh the performance, risk and opportunity management framework	February 2020	Assistant Director Transformation and Performance	A workshop session in November 2019 with managers within directorates to design PROM with draft produced to be finalised in 2020.	Progressed future years actions	
		Ensure programme and project board terms of reference are accurate and appropriate	September 2020	Assistant Director Strategy	An external review of project and programme management has been undertaken in 2020. The outcome of this work will include a comprehensive	Progressed future years actions	

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					set of tools and templates, including standard Terms of Reference to be used on all projects. Implementation of the new corporate approach is planned for September 2020.		
		Review the manager assurance statement process	December 2020	Assistant Director Corporate Support	Review of process presented to management board on 26 November for implementation from February 2020. Implemented however returns delayed due to Covid-19 emergency. Revised presentation of AGS.		Management board paper of 26 November
		Adopt and implement a revised process for close down of accounts including valuation of assets	September 2019	Chief Finance Officer	Completed and reviewed annually.		
7.	Further improve the quality and clarity of data informing decisions.	Continue to implement improvements to capital reporting	September 2019	Chief Finance Officer	Continue improvement including Interim Capital Projects Director who will produced recommendations for improvement for implementation in September.		
		Undertake a best practice review of establishing value for money	March 2020	Chief Finance Officer	Work tendered and commissioned to address opportunities for social value for a decision in September 2020.	Progressed future years actions	
		Deliver improvements in the accuracy of performance data within Children and Families	December 2019	Head of Corporate Performance	Complete. Following investment there have been clear improvements in the range and accuracy of information available.		
		Redesign the 'Understanding Herefordshire' website to provide more accessible information	July 2019	Assistant Director Transformation and Performance	Completed. The re-designed website is live and will continue to be refreshed as data is updated.		https://understanding.herefordshire.gov.uk/

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		to inform decision-making					
8.	Ensure compliance with legislative requirements	Adopt and publish a Slavery and Human Trafficking Statement	December 2019	Head of Corporate Services	Agreed at Cabinet in September 2019. Published on the council website.		link
		Approve and publish a policy on employing ex-offenders, and include the council's approach in a new recruitment training programme.	March 2020	Assistant Director People	Drafted but not yet published.	Progressed future years actions	