

## **Appendix 2**

**DRAFT FOR CONSIDERATION BY CABINET ON 21 02 08**

### **Herefordshire Comprehensive Area Assessment preparation programme: January 2008 to December 2009**

#### **Objectives:**

- To establish and begin to operate the essential infrastructure in 2008-09
- To be well-prepared for the full introduction of the new system from April 2009
- To be improving well/have promising prospects for improvement in the direction of travel assessment in 2009-10
- To be consistently above minimum requirements, performing well in the use of resources assessment in 2009-10

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#### The elements of the programme:

- 1 Understanding the area and its diverse communities, with particular emphasis on the disadvantaged*
- 2 Engaging and empowering local citizens and service users, with particular emphasis on the disadvantaged*
- 3 Using this understanding, engagement and empowerment as the basis for developing the Council's and the Herefordshire Partnership's shared vision, priorities, objectives and commissioning*
- 4 Ensuring that the necessary capacity is in place, including the right skills, knowledge and behaviours, to achieve the vision, priorities and objectives*
- 5 Ensuring that effective arrangements are in place to identify and manage the risks to achieving the vision, priorities and objectives*
- 6 Ensuring that the Council, with its partners, is improving well/has promising prospects for improvement in the direction of travel assessment*
- 7 Ensuring that the Council, with its partners, is consistently above minimum requirements, performing well in the use of resources assessment*
- 8 Effective communication of the programme to members, staff, partners, stakeholders and the public*



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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
<p>1.2 Needs analyses for other aspects</p> <p>Determine overall leadership</p> <p>Scoping what exists/gaps, leading to a prioritised programme, particularly as regards the disadvantaged (likely focus in year one on making the best possible use of existing data sources)</p> <p>Carry out the programme</p>	<p>Feb 08</p> <p>Apr 08</p> <p>Mar 09</p>	<p>Clear leadership</p> <p>Joint programme agreed by the Council and PCT</p> <p>Programme completed that provides a sound basis for setting priorities, objectives and targets, and for commissioning</p>	<p>Director of Adult and Community Services, Director of Corporate and Customer Services</p> <p>(Other directors; Research; designated heads of service; partner organisations)</p>	<p>Existing needs analyses, including <i>The State of Herefordshire Report</i></p> <p><i>The Sub-regional Economic Assessment</i></p>
<p>1.3 Identify changes needed to data collection and analysis to provide reliable, regular data, e.g. single, shared client data-bases, setting a prioritised timetable for each element</p>	<p>Apr 08</p> <p>Mar 09</p>	<p>Prioritised timetable in place</p> <p>Desired data and analysis produced, providing a sound basis for setting priorities, objectives and targets, and for commissioning</p>	<p>Tony Geeson (Heads of service, performance improvement managers, Research)</p>	<p><i>Data Quality Action Plan</i></p>

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
1.4 Place-based mandatory satisfaction survey	Sep 08	In accordance with the statutory requirements	Tony Cramp  (Martin Heuter, heads of service)	The Council's annual satisfaction and citizens' panel surveys, and its Community Consultation Strategy
1.5 Equalities impact assessments  Current round  Next round	Mar 08  Mar 09	Provide a sound basis for setting priorities, objectives and targets, and for commissioning	Carol Trachonitis  (Heads of service; Research)	The various equalities action plans

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#### *2 Engaging and empowering local citizens and service users , with particular emphasis on the disadvantaged*

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
<p>2.1 Meeting the new statutory duty to involve local people in decisions (comes into effect on 1 April 2009), including amendments to the Council's Constitution, complaints process and handling of public petitions</p> <p>Scoping what exists, then and gap analysis, leading to prioritised programme, particularly in respect of the disadvantaged</p> <p>Able to meet statutory duty</p>	<p>Mar 08</p> <p>Apr 09</p>	<p>Measurable improvements in services/outcomes, demonstrably related to local people's involvement</p> <p>Improved public perception ratings of the Council/PCT overall and individual services/factors</p> <p>Improved ratings in respect of the public's perception of involvement and influence</p> <p>Compliance with the statutory duty</p>	<p>Jennifer Watkins, Martin Heuter, Alan McLaughlin</p> <p>(Research, heads of service, consultation staff elsewhere in the Council and in the PCT and partner organisations)</p>	<p>Community Involvement Strategy</p> <p>PACTs, LINKs</p> <p>Public consultation team's review of involvement and consultation mechanisms in the county.</p> <p>Public consultation on the <i>Local Development Framework</i></p>

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
<p>2.2 Systematic collection and understanding of customer feedback and complaints</p> <p>Council</p> <p>More generally</p>	<p>Mar 08</p> <p>Dec 08</p>	<p>Measurable improvements in services/outcomes demonstrably related to feedback/complaints</p>	<p>Geoff Cole</p> <p>(Heads of service, performance improvement managers, PCT and other partner organisations)</p>	<p>Current review of Council customer standards</p>
<p>2.3 Establish stronger, more effective links with neighbourhoods and parishes</p>	<p>Dec 08</p>	<p>Measurable improvements in services/outcomes demonstrably related to local people's involvement</p> <p>Improved public perception ratings of the Council overall and individual services/factors</p> <p>Improved ratings in respect of the public's perception of involvement and influence</p>	<p>Martin Heuter, Nina Bridges, Robert Blower</p> <p>(Heads of service, Research, Environment)</p>	<p>Early wins from parish plan action plans already made available to services</p> <p>PACTs, LINKs</p>

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### *3 Using this understanding, engagement and empowerment as the basis for the Council's and the Herefordshire Partnership's shared vision, priorities, objectives and commissioning*

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
3.1 New Local Area Agreement (LAA)	Jun 08	<p>Agreed priorities, outcomes, objectives and targets for Herefordshire on which all partners are agreed and working together to achieve</p> <p>Ministerial approval</p> <p>Achievement of the LAA targets</p>	Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research, PCT and other partner organisations)	Council's Corporate Plan and the plans of the PCT and other partner organisations
3.2 Action plan for the Sustainable Community Strategy (SCS), including the new LAA	Mar 08	Addresses the main risks to achieving SCS objectives and LAA targets	Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers)	



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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
3.3 Review of the SCS in light of the needs analyses and other actions under sections 1 and 2 above	Apr 09	SCS reviewed to reflect the findings of the needs analyses	Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research)	<i>The State of Herefordshire Report</i>
3.4 Review and roll forward of the LAA in parallel with 3.3	Apr 09	LAA revised, as necessary, to reflect the findings of the needs analyses	Michael Hainge, Jennifer Watkins (Heads of service, performance improvement managers, Research)	
3.5 Council's Corporate Plan 2008-11 to deliver its lead elements of the SCS/LAA	Mar 08	Corporate Plan includes targets and key actions to deliver the Council's lead elements in the SCS and LAA  Identification and successful management of the risks to achieving the targets and key actions	Steve Martin (Heads of service, performance improvement managers, Andrew Rewell)	

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
3.6 Council's Corporate Plans 2010-13 to deliver its lead elements of the reviewed and rolled forward SCS/LAA	June/July 09 ?	Corporate Plan includes targets and key actions to deliver the Council's lead elements in the SCS and LAA  Identification and successful management of the risks to achieving the targets and key actions	Steve Martin (Heads of service, performance improvement managers, Andrew Rewell)	Timetable to be determined in the context of decisions on the performance improvement cycle 2008-09 (scheduled for SMC and Cabinet consideration in March 08)
3.7 Determine prioritised programme of commissioning plans	Dec 08	Prioritised programme for commissioning plans in place	Director of Integrated Commissioning  (PCT, other directors, heads of service, performance improvement managers)	Procurement Plan
3.8 Commissioning plans	As agreed under 3.7	Improved services and outcomes for people; and improved value for money	The designated head of service for each commissioning plan (to be agreed under 3.7)	Procurement Plan

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#### *4 Ensuring that the necessary capacity is in place to achieve the vision, priorities and objectives*

<b>ACTION</b>	<b>WHEN</b>	<b>SUCCESS CRITERIA</b>	<b>RESPONSIBLE OFFICER (and others with a major role)</b>	<b>RELEVANT PROGRAMMES/PROJECTS &amp; OTHER COMMENTS</b>
4.1 Integrated planning and performance improvement cycle between the Council, the PCT and the Herefordshire Partnership	April 08	Agreed cycle in place, operating efficiently and effectively  Shared understanding across the Council and with partners of performance and the prioritised actions needed to deliver improvements	Tony Geeson (PCT and other partner organisations, Michael Hainge, Jennifer Watkins, Sonia Rees, David Powell, performance improvement managers, Research)	
4.2 Joint commissioning capacity established with the PCT, including compact principles	Dec 08	Joint Council and PCT commissioning capacity in place  Measurable improvements in services and outcomes for users; and better value for money	Director of Integrated Commissioning  (PCT, the head of service for each designated commissioning area, other partner organisations)	Areas to be determined and prioritised under 3.7 above

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
4.3 Joint commissioning capacity developed across the Herefordshire Partnership, including compact principles	Mar 09?	Joint commissioning capacity in place across the Partnership (commissioning areas to be determined)  Measurable improvements in services and outcomes for users; and better value for money	Director of Integrated Commissioning  (Heads of service, partner organisations)	
4.4 Joint procurement capacity established with the PCT, including compact principles	Dec 08	Joint procurement capacity established  Better value for money	Dean Hogan  (PCT, Eleanor Brazil, other heads of service, the Alliance)	
4.5 Joint procurement capacity developed across the Herefordshire Partnership, including compact principles	Mar 09?	Joint procurement capacity established  Better value for money	Dean Hogan  (Partner organisations, heads of service)	
4.6 Review Council/PCT and Herefordshire Partnership organisational structures	Mar 08	Review completed and prioritised programme in place	Chris Bull, Gi Cheesman  (Other directors, PCT, other partner organisations, Tony Geeson, Jennifer Watkins)	Joint emergency planning team established  Joint communications arrangements established  Report on joint research capacity

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
4.7 Implement new Council/PCT and Partnership organisational structures	To be determined under 4.6	<p>New structures in place and operating effectively</p> <p>Integrated planning and performance management arrangements operating efficiently and effectively</p> <p>Efficient and effective delivery of priorities, objectives and targets</p>	<p>Jane Jones, Gi Cheeseman</p> <p>(Other directors, PCT, other partner organisations, Tony Geeson, Jennifer Watkins)</p>	
4.8 Review Herefordshire Partnership governance arrangements	Jun 08	Review completed and action agreed	<p>Chris Bull, Jane Jones</p> <p>(Partner organisations, Tony Geeson, Jennifer Watkins)</p>	
4.9 Implement revised Herefordshire Partnership governance arrangements	Sep 08	New arrangements in place and operating effectively	<p>Chris Bull, Jane Jones</p> <p>(Partner organisations, Tony Geeson, Jennifer Watkins)</p>	
4.10 Review ICT requirements to deliver this programme	May 08	Initial review completed, early priorities agreed	<p>Head of ICT</p> <p>(Heads of service, performance</p>	<i>Herefordshire Connects</i>

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
	Sep 08	Review finalised, longer-term priorities agreed	improvement managers, PCT, other partner organisations )	
4.11 Implement the ICT requirements	To be determined under 4.10	To be determined under 4.10	Head of ICT  (Heads of service, performance improvement managers, PCT and other partner organisations)	<i>Herefordshire Connects</i>
4.12 Establish strengthened scrutiny arrangements that will make a major contribution to planning and performance management across the Council/PCT and the Herefordshire Partnership	Mar 08	Strengthened arrangements in place	Tony Geeson  (Alan McLaughlin, Committee Services, PCT and other partner organisations )	The full scrutiny programme
4.13 Operate the strengthened scrutiny arrangements	Sep 08	Strengthened arrangements operating effectively	Tony Geeson  (Alan McLaughlin, Committee Services, PCT and other partner organisations )	The full scrutiny programme

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
4.14 Council and PCT workforce development strategy to deliver the programme	Mar 08	Initial joint actions agreed and being implemented	Gi Cheeseman	Corporate Plan and directorate/service plans
	Sep 08	Full joint strategy in place and being implemented		<i>Investor in People</i> accreditation
4.15 Annual training and development programme for the Council, PCT and partner organisations to help deliver the programme	Mar 08	Initial programme agreed and in place	Liz Wallace  (PCT, other partner organisations)	Existing Council Pay and Workforce Strategy
	Aug 08	Medium-term programme agreed and in place (in light of SRD and other analysis)		
		Programmes delivered		Communications strategy and action plan (see section 8 below)
		Shared understanding of the Partnership vision, priorities and objectives		
		Shared understanding of each other's		

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
		organisations, cultures and how to work effectively together to deliver the desired improved services and outcomes		
4.16 Corporate, directorate and service induction to include the core objectives and themes of the programme, relating them to each individual's role and responsibilities	Mar 08	Induction delivered successfully	Liz Wallace, heads of service  (Managers, PCT, other partner organisations)	
4.17 Programme to develop understanding for the roll-out of the strategic risk identification and management process	Mar 08	Programme agreed and in place  Identifies risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear  Successful management of the identified risks  Favourable joint annual risk assessments by the inspectorates	Andrew Rewell  (Tony Geeson, PCT)	



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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
4.18 <i>Member Development Programme</i> to include what is needed to equip members to play a fully effective role in the CAA preparation programme	Mar 08	CAA elements included in the <i>Member Development Programme</i>	Alan McLaughlin  (Tony Geeson, PCT, other partner organisations))	<i>Member Development Programme</i> , taking account of the Crookall Report
	Dec 08	Programme implemented		
	Dec 08	Better mutual understanding between members, partners and stakeholders		
	Mar 09	Effective member contribution to CAA preparations		
4.19 Learning by means of members and senior managers participating in peer reviews under final stage of CPA	Mar 09	Some members and senior managers participate in peer reviews of other local authorities	Tony Geeson	

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#### *5 Ensuring that effective arrangements are in place to identify and manage the risks to achieving the vision, priorities and objectives*

<b>ACTION</b>	<b>WHEN</b>	<b>SUCCESS CRITERIA</b>	<b>RESPONSIBLE OFFICER (and others with a major role)</b>	<b>RELEVANT PROGRAMMES/PROJECTS &amp; OTHER COMMENTS</b>
5.1 Establish shared strategic risk identification and management process for the Council, the PCT and their partners, integrated with performance management systems and reporting	Mar 08	Sound basis for the identification and successful management of risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear	Andrew Rewell, Weny Huxley-Marko, Tony Geeson  (Michael Hainge, Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance improvement managers)	Joint approach to risk assessment being developed for the Council and PCT by Andrew Rewell and Wendy Huxley-Marko
5.2 Documented corporate process, including named lead officers, in place and	Sep 08	Agreed process understood by key managers across the Council, PCT and principal partner organisations	Tony Geeson, Andrew Rewell, Wendy Huxley-Marko	Joint approach to risk assessment being developed for the Council and PCT by Andrew Rewell

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
operating for the handing of the annual risk assessment and other inspections		<p>Agreed process operating effectively</p> <p>Favourable joint annual risk assessments and other judgements by the inspectorates</p>	<p>(Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service, performance improvement managers)</p>	and Wendy Huxley-Marko
5.3 Implement the shared strategic risk identification and management process for the Council, the PCT and their partners	Sep 08	<p>Identifies risks to the prospects for the area and the priority quality of life outcomes for all groups, particularly those who are vulnerable, disadvantaged or hard-to-hear</p> <p>Successful management of the identified risks</p> <p>Favourable joint annual risk assessments by the inspectorates</p>	<p>Andrew Rewell, Wendy Huxley-Marko, Tony Geeson</p> <p>(Michael Hainge, Policy and Performance, PCT, other partner organisations, Jennifer Watkins, heads of service,</p>	

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
			performance improvement managers)	
5.4 Partnership working risks identified and managed	Dec 08	<p>Risks identified in the Audit Commission's national report on partnership working managed successfully</p> <p>Annual audit letter confirms this</p> <p>Favourable joint annual risk assessments by the inspectorates</p>	<p>Andrew Rewell, Jennifer Watkins</p> <p>(Michael Hainge, Tony Geeson, PCT, other partner organisations)</p>	Audit Commission summary report on public service trust risks (Nov 07)

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***6 Ensuring that the Council, with its partners, is improving well/has promising prospects for improvement in the direction of travel assessment***

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
6.1 Identify priority areas for improvement against the mandatory national local authority indicators and other factors relevant to the Direction of Travel assessment	Mar 08	Priority areas identified	Kevin Lloyd  (Directors, heads of service, performance improvement managers)	For 2007-08 PIs performance, which will be the prime factor in the February 2009 direction of travel assessment, regular reports to CMB until early April 2008.  Corporate Plan 2008-11
6.2 Identify priority areas for improvement against partner organisations' indicators and other factors relevant to the Direction of Travel assessment	Mar 08	Priority areas identified	Chris Bucknell  (Michael Hainge, other directors, Kevin Lloyd, heads of service, performance improvement managers, PCT, other partner	Herefordshire Sustainable Community Strategy  The new Local Area Agreement

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
6.3 Action plan for prioritised improvements in local authority indicator performance and other factors relevant to the Direction of Travel assessment to improve the rating in February 2010	Mar 08  Mar 09  Mar 09  Feb 10	Action plan in place, with the relevant elements included in directorate/service plans  Action plan implemented  Improved performance against indicators  Higher assessment rating	organisations)  Kevin Lloyd  (Directors, heads of service, performance improvement managers)	For 2007-08 PIs performance, which will be the prime factor in the February 2009 direction of travel assessment, regular reports to CMB until early April 2008.  Corporate Plan 2008-11
6.4 Action plan for prioritised improvements in partners' indicator performance and other factors relevant to the Direction of Travel assessment to improve the rating in February 2010	Mar 08  Mar 09  Mar 09  Feb 10	Action plan in place  Action plan implemented  Improved performance against indicators  Higher assessment rating	Chris Bucknell (Michael Hainge, other directors, Kevin Lloyd, heads of service, performance improvement managers, PCT, other partner organisations)	Herefordshire Sustainable Community Strategy  The new Local Area Agreement

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### ***7 Ensuring that the Council, with its partners, is consistently above minimum requirements, performing well in the use of resources assessment***

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
7.1 Identify priority areas for improvement against the proposed new use of resources assessment criteria, with particular emphasis on improving value for money through improved systems and procedures	Mar 08	Priority areas identified and reflected in an updated action plan	Sonia Rees, David Powell  (Directors, Gi Cheeseman, Alan McLaughlin, other heads of service, performance improvement managers)	Medium Term Financial Management Strategy  Corporate Plan 2008-11  Action plan already in hand to improve performance in 2007-08; should improve the assessment in February 2009; being updated in the light of the latest Audit Commission criteria and common themes in the Director of Resources's special report, the <i>Crookall Report</i> and feedback from the <i>Investor in People</i> informal assessment

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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
7.2 Action plan for prioritised improvements against the proposed new use of resources assessment criteria, including milestones that could improve the Council's rating	Mar 08 Mar 09 Feb 09 & Feb 10 Feb 09 & Feb 10	Action plan in place Action plan implemented Improved performance against the criteria Assessment rating of consistently above minimum requirements, performing well	Sonia Rees, David Powell  (Directors, heads of service, performance improvement managers)	As for 7.1 above
7.3 Data quality policy, action plan and procedures	Mar 08	Meet a) the Audit Commission best practice criteria and b) ISO standards for data quality and security	Tony Geeson, John Pritchard (Heads of service, performance improvement managers, Anthony Sawyer)	Data sharing policy and procedures being developed by Anthony Sawyer
7.4 Rationalisation of back-office accommodation	Mar 08	Plan in place	Sonia Rees, Malcolm MacAskill	



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ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
	Dec 10	Accommodation rationalised  Measurable improvements in efficiency, effectiveness and value for money	(PCT, other partner organisations)	
7.5 Rationalisation of front and back-office functions	To be determined	Functions rationalised  Measurable improvements in efficiency, effectiveness and value for money	Chris Bull	

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***8 Effective communication of the programme to members, staff, partners, stakeholders and the public***

ACTION	WHEN	SUCCESS CRITERIA	RESPONSIBLE OFFICER (and others with a major role)	RELEVANT PROGRAMMES/PROJECTS & OTHER COMMENTS
8.1 Communications strategy and action plan designed and rolled out	Mar 08	Strategy and action plan in place	Robert Blower	The wider programme in respect of the Council's and the <i>Herefordshire Partnership's</i> reputation management
	Mar 08	The programme and its constituent parts are understood by the relevant audiences	(Tony Geeson, Steve Martin, heads of service, PCT, other partner organisations)	
	Sep 08	Committed and motivated members, staff and partner organisations		
	Dec 08	Stakeholders, including central government and the public, understand the programme and are impressed by what it is achieving		
	Mar 09	Improved public satisfaction rating for the Council overall		